

**STRATEGIC TECHNICAL ASSISTANCE FOR
RESULTS WITH TRAINING (START)**

Contract No. EE-I-00-01-00010-10

FOURTH SEMI-ANNUAL
(March 1, 2003 - August 28, 2003)
&
SECOND ANNUAL REPORT
(August 28, 2002-August 28, 2003)

Contract No. EE-I-00-01-00010-10

Submitted to: Ethel Brooks, COTR
USAID/EGAT/ED

Submitted by: Academy for Educational Development
1825 Connecticut Avenue N.W.
Washington, D.C. 20009

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STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING (START)
Fourth Semi-Annual Report: (March 1, 2003 - August 28, 2003)

NARRATIVE

This report covers performance of activities carried out under each START task order during above period. It also includes the individual reports submitted during this period to the respective USAID office for each of the task orders being implemented.

1. Contract Management Activities

a) Responding to Requests for Proposals

During the reporting period, AED prepared and submitted two task order proposals (one to USAID/Pakistan and one to USAID/Zambia). AED finalized awards for three Task Orders (one with USAID/Benin, one with USAID/Pakistan and one with USAID/Jamaica for activities in the Caribbean). Specific information on new awards is provided below.

b) Meetings

No START contractor meetings were held during this period. AED held a meeting of its START contract team on March 10 to discuss activities awarded under the IQC, information about USAID activities AED staff attended and Susan Fickling presented at the HCD Conference held August 11 - 15, 2003.

c) Contract Publicity Activities

AED has continued to distribute copies of the CD ROM we developed to provide information on the START IQC contract and how to use it, along with a companion brochure, to USAID officials who may be interested in accessing services.

d) Contributions to the USAID/EGAT training website:

The following program highlights (success stories and brief articles highlight project activities) were posted on website during the reporting period:

- MBA in Banking: U.S. Internship, Ukraine
- Girls Leading Our World (GLOW II), Armenia
- Commercial Law Curriculum Working Group, Ukraine
- Support for Investigative Journalism, Armenia
- Development of Democratic Leadership (Momentum), Armenia
- World Summit on Sustainable Development, Ukraine
- International Conference on Poverty Monitoring, Armenia
- NGO Conference and Exhibition 2002, Armenia

Kaliningrad Region Alumni Join Forces, Russia
Developing a Bed & Breakfast Network in Armenia
Integrated Management of Childhood Illness Seminars, Tajikistan
Street Law Training, Uzbekistan
National Park Management Capacity Building, Armenia
Water Allocation and Water Rights Study Tour, Armenia
Ministerial Conference and Expo on Agricultural Science and Technology: Armenia, Uzbekistan, Tajikistan

e) Responding to Changes in J-1 Visa Process

During the past six months, a significant amount of staff time and effort was required to address changes to the J-1 visa process. Following modifications made to the USAID database system, TraiNet and the integration with the Visa Compliance System (VCS), a great deal of attention in both home and field offices was required to ensure data was transferred from TraiNet to VCS to allow for issuance of the DS1029 (to allow issuing the J-1 visa). Significant additional modifications to TraiNet were implemented days prior to August 1st to allow for continuing trainees and dependents to be integrated into the SEVIS database.

2. Task Order Proposal Development and Awards

During the fourth six month period, AED developed the following proposals:

a) Caribbean Regional Intern-Scholarship USAID/Caribbean Regional

AED proposed Aurora Associates International, Inc., one of our START IQC team partners, and a minority-owned firm, to take the lead on this activity which would entail providing US, third-country and in-country training to support economic development within the English-speaking Island Caribbean. Over the three-year life of the project, it is anticipated as many as 80 participants per year will receive training.

Status: AED was awarded this task order on March 17, 2003

Period of Performance: March 17, 2003 - September 30, 2004 with Option from October 1, 2004 - February 28, 2005.

Contract Value: \$610,797 (base period value excluding option)

b) Pakistan Teacher Education and Professional Development Program, USAID/Pakistan

USAID/Pakistan issued a competed RfP on April 9, 2003 with submissions due by April 25th, a deadline later extended to May 2, 2003. The Scope of Work requested support for US-based training for as many as 250 Pakistani teacher trainers, related follow-on, and the development of linkages between US institutions and institutions in Pakistan.

Status: AED was awarded this activity on July 9, 2003.

Period of Performance: July 9, 2003 - June 30, 2006.
Contract Value: \$4,999,668

c) Economic Growth and Basic Education Training Activities, USAID/Zambia

USAID/Zambia issued a competed RfP on April 24, 2003 with submissions due by May 23, 2003. The RfP stated the resulting task order would be issued as a "large, incrementally funded umbrella activity", with specific training programs issued as separately priced work orders. The RfP also requested pricing and a technical response for the first work order to provide training for 8 short-term trainees, 2 study tours and 4 long-term participants.

Status: Proposal pending.

d) Presidential Scholarship Program, USAID/West Bank & Gaza

USAID/West Bank & Gaza issued a competed RfP on August 7, 2003 with submissions due by September 8, 2003. The RfP requested support for 70 Palestinian scholars to study in the US in fields supportive of the development of Palestinian economy, society and the fostering of future leadership and reform. In-country pre-training activities along with alumni support and follow-on were also requested to be a part of proposed activities.

Status: Proposal pending.

3. Personnel Approvals

A comprehensive updated list of personnel approved to work under START is attached with this report (Attachment A).

4. Financial Reporting

A copy of the Task Order Update providing information on awards and obligations through the reporting period is included as Attachment B. Monthly updates of this report are provided to USAID/EGAT/ED.

5. Statistical Summary of Training Provided

Two summaries of training statistics are included under Attachment C which reflect levels of training arranged, implemented, and completed under each task order during the following periods: Table 1 presents a cumulative statistical summary covering the period of August 28, 2001 - August 27, 2003. Table 2 presents statistics covering the reporting period, March 1, 2003 - August 27, 2003.

6. Individual Task Order Activity

Following are summaries of activity under open task orders awarded to AED. Additionally, major reports (annual, quarterly or in some cases monthly) are included in the annex of this report for each active task order in those cases reports were required and submitted.

a) Europe and Eurasia Bureau Participant Training Program (PTP)

A major event during this reporting period was the transition from the paper DS 2019 forms for visa processing to the electronic visa processing through USAID's VCS system. Both home and field offices have transitioned successfully to use of USAID's VCS system for visa processing. In addition to processing visas through the system for START programs, AED is also processing visas for TA Contractors in both countries. This is a service that is required under the PTP task order.

Armenia:

As a result of a Human Capacity Development (HCD) Sector Assessment conducted EGAT in spring 2003, USAID Armenia is focusing more on an HCD approach in implementing the participant training program. As part of this focus, the Mission is moving forward with the "Armenization" of AED's field office, which will involve the departure of AED's US program director, promotion of the local country director to program director, and further training of the AED local staff in HCD approaches to training and technical assistance. An initial series of training on HCD approaches was held for USAID, AED and TA Contractors in August.

Program Highlights

In fall 2002, AED managed a training needs assessment (TNA) of the Armenian social work sector. As a result of this TNA, the Mission and AED developed a series of over 100 in-country training events for social case workers which are now on-going. The events serve as a major staff training and upgrading program for case workers employed by the Ministry of Social Security, the Regional Social Security Centers under the ten Marzs in Armenia and municipal authorities in Yerevan. The objective of this comprehensive program is to provide social case workers with the practical skills that they needed to improve the delivery of social assistance programs to Armenia's most vulnerable populations – particularly children, female headed households, the disabled and the unemployed.

AED is currently coordinating a series of training events to train over 100 bed and breakfast owner/operators around Armenia. This program is building local capacity development in two ways: first, by building the capacity of two local training organizations to provide relevant and practical training in B&B management and operations in Armenia, and second, the number of operational B&Bs in the four regions covered by this program is increasing. As a result, local and international tourists and business people are finding affordable quality places to stay in Armenia's more remote regions. The implications of this to Armenia's tourism sector are profound. In this way, this program reinforces and supports the Tourism Development Program being implemented by USAID's partners such as the International Executive Service Corps and the Eurasia Foundation.

Ukraine:

One of the major roles AED Ukraine has played in the past year is as conference organizer and coordinator for several large USAID conferences. In this reporting period, AED coordinated and managed the Ukraine National Conference on Local Economic Development. This was a highly successful conference held in Kharkiv, a city and region in Ukraine that USAID is targeting for

economic development. Over 350 Ukrainians attended the conference, and a conference website for exchanging information and materials was established.

Program Highlights

One of USAID/Ukraine's program emphases since 1998 has been prevention of trafficking in persons. AED has conducted a number of training events since 1998, including an annual summer camp program since 2001 designed to train youth between the ages of 12-16 on effective leadership skills to promote their involvement in the social, cultural, economic, and political spheres of their lives. This year's summer camp program also focused on educating the youth on the dangers of trafficking and familiarizing them with international and domestic documents on gender violence and on the rights of women and children, with the purpose of preventing potential victims of trafficking and domestic abuse. The youth return to their schools to work with their peers, and are encouraged to act as community spokespersons to raise awareness of the trafficking issue in their everyday communication with their schoolmates and friends.

b) START/Russia

Administration

AED was awarded the START/Russia Task Order on September 28, 2001. The effective dates of the contract are from September 28, 2001 to September 27, 2004. This write up covers the second six months of year 2 of the activity.

An AED training development specialist continued the monitoring and evaluation of training results in the participants' workplaces. The training impact, gathered through surveys after the conclusion of programs, was tracked, summarized, and analyzed. Five impact assessment reports on US-based programs completed earlier were submitted to the Mission along with recommendations for topics of interest for future programs, training format, and methodology. The impact assessment reports also incorporated the providers' monitoring data collected two months after the training completion.

AED/Moscow also made a presentation of the impact of START/Russia activity on May 15, 2003, at the USAID Mission in Moscow. The presentation was attended by over 30 representatives of USAID senior management, Activity Managers and US Embassy personnel from the Economic Affairs and Public Affairs Sections. Major findings of the impact assessment evaluations were summarized in a 30-minute presentation accompanied by a power point demonstration.

AED/Moscow also continued to provide Fee-for-Service support for 50 clients of USAID contractors, including IREX, AIHA and the Urban Institute.

Training Highlights

One focus of the START/Russian in-country training is the support of alumni of all US government training programs to develop their capacity to develop alumni networking groups throughout Russia. For example, a training program conducted in St. Petersburg and Tomsk, focused on developing the capacity of alumni organizations and professional networks in St. Petersburg, Novgorod-the-Great, Kaliningrad, Tomsk and Novosibirsk. During the training the participants developed concrete plans and projects to help them improve organizational strategies, amend policy formulation, secure additional funding for their activities, and expand their range of services and community programs.

In addition to alumni activities, START/Russia focuses on in-country training. For example, a series of in-country workshops were conducted to assist Russian NGOs implement public initiatives and public awareness campaigns. The training, held in Saratov, Tomsk, Birobidzhan, Perm, and Novgorod-the-Great, supported civil society development and organizational sustainability while contributing to the effectiveness of future civic actions.

c) Central Asia Regional Training Program

Activities under this contract continued at a high level during the six months reported. The majority of the activities continue to be within region for single-country or multiple-country groups. During the past six months, AED/CAR staff worked closely with USAID Mission staff and technical assistance contractors to integrate changes into the process leading up to training program implementation to provide more substantive input from anticipated participants, technical assistance contractors and other key stakeholders in the training program design process. Toward this end, a Central Asia Regional Training Program workshop was held in Chirchik, Uzbekistan. USAID Training Officers from Turkmenistan, Uzbekistan, Kyrgyzstan and Kazakhstan were able to attend among others. The USAID Country Representative from Uzbekistan was also able to attend most of the workshop. The purpose of the workshop was to consider the prior year's training planning process and to recommend improvements to strengthen the responsiveness of training to development needs. Revisions to the process were developed and subsequently adopted with modification for the 2003 training planning and design process. Subsequently, regional staff from AED and USAID conducted meetings in each of the countries with USAID staff and technical assistance contractors to review the revised training planning process for the coming year.

Other highlights of the past six months included the addition of a training component under the START/CAR task order to provide training support for Centers for Disease Control and Prevention (CDC) training in the region. Previously done under a fee-for-service arrangement with AED, CDC's funding was transferred to USAID/CAR which incorporated it by modification into AED's contract. With a few exceptions, training takes place in-country. AED's primary role is to provide logistical and program support services.

d) Africa Agriculture Capacity Development Training Initiative

This task order is part of the Initiative to End Hunger in Africa (IEHA), and makes rural development and agricultural growth in Africa a priority for USAID. The last six months have

seen several changes, and much activity in this task order. Modification number 3 was signed in April of 2003, extending the period of performance to September 30, 2004 from March 31, 2003. AED's CTO also changed during this period. While Mr. Roger Bloom was designated the CTO, he was seconded to another task, and Mr. Curt Nissly has been acting CTO for much of this period. Mr. Art Love has been representing BIFAD's interests in meetings and correspondence.

A short research analysis paper on the needs of the agricultural sector in Mali was presented to USAID in late April 2003. Weekly meetings continued with USAID and the other Africa Agriculture contractors through early April. Since then, ad hoc meetings have been held as needed. Meetings with distinguished BIFAD member Dr. Carl Eicher were held, to ensure that BIFAD's concerns were met with the activities planned under this task order.

Plans were made for a needs assessment team to travel to Mali to complete a needs assessment and training needs list for capacity building and creative long-term training for agriculture in Mali. BIFAD is responsible for two of the four member team; AED is responsible for the other two. BIFAD nominated Dr. William DeLauder (President Emeritus of Delaware State University) as their senior member. AED choose the other three team members, Dr. Moctar Kone of Mali, Dr. N'Golo Traore of Mali, and Mr. James Edwin, who is currently studying at Purdue University. The team was approved by USAID/EGAT and by USAID/Mali, and left for Mali in September 2003. Once the team's report has been submitted, such training as is possible for the end of the task order, within the limited budget that remains, and approved by the Mission and USAID/EGAT will be attempted.

There were no training programs held during this period.

e) Zambia

This is a small, fixed-price task order that was to end in January of 2003. However, the last short-term training program was not held in the fall of 2002, as anticipated by the Mission. AED and USAID/Zambia therefore worked on obtaining a no-cost extension of the task order, which was finally accomplished in September 2003. The extension is through March, 2004, as the training program will be offered in February of next year.

f) Developing Capacity, Skills and Leadership Training Project (USAID/Eritrea)

During this period the budget for this task order was re-aligned to extend the Chief of Party's (COP) stay in Eritrea for approximately three months. This was necessary as bureaucratic difficulties in obtaining permission from the Government of Eritrea to open an office delayed our ability to do so until after eight months of the task order had passed. After permission to work was received, the COP was able to open an office, and begin to hire staff, and purchase office furniture and supplies. At the end of this period, the office is staffed, a local Deputy Director has been identified, and work on in-country and third country training programs has continued.

There were seven ongoing U.S.-based academic participants at the start of this period, five of which completed their programs. There were also a number of short-term programs. The two remaining academic participants are both Ph.D. students. One is scheduled to finish in the Spring of 2004, and the other in 2005. In addition, a group of six in-country participants began a BA in Nursing program via distance learning with the University of Dundee in Scotland.

AED conducted several short-term programs during this time. Programs were based in Eritrea, in the U.S., as well as third countries. The Minister of Agriculture and the Deputy General of the Ministry of Agriculture attended the Ministerial Conference and Expo in Sacramento, CA in June and July, 2003. The conference was attended by representatives of Ministries of Agriculture throughout the developing world, and was arranged by the U.S. Department of Agriculture. After the conference the participants came to Washington, DC to meet with representatives of the U.S. Department of Agriculture, and to learn about possible areas of collaboration with universities and research centers in the United States.

AED also sought and selected consultants for a curriculum development program for the Ministry of Education. A group of three experts was sent to the field in September 2003, and are expected to report on their program and findings in October.

g) Training to Support Economic Growth and Democracy Initiatives (TEGDI)
(USAID/Mongolia)

During the last six months, there were no modifications or changes to the task order. There were two ongoing academic programs, and one U.S. based short-term program. The two academic participants began their programs in the summer of 2002, and are scheduled to finish in the winter of 2003-04. One is in an international MBA program in Denver, and the other is working on a Masters degree in Economics at American University in Denver.

In June, 2003 a group of ten bankers attended the "International Housing Finance Program" at the Wharton School of the University of Pennsylvania. Participants represented the Central Bank of Mongolia, as well as a number of private banks. Mongolia is restructuring its banking sector as a part of its transition to a market-based economy. At the International Housing Finance Program, participants learned about the U.S. banking system, with a focus on how to expand the capacity of Mongolia's nascent housing and mortgage market. Participants were particularly interested in how to expand lending for home ownership to lower-income families. After the program with Wharton, the group also participated in a study tour with the International Visitor's Program under the Department of State. They were able to meet with a number of representatives from various government agencies including the Government National Mortgage Association ("Ginnie Mae") and the U.S. Department of Housing and Urban Development.

Both long-term participants have continued to perform well in their classes. As a part of his program, one participant, Enkhbold Zandaakhuu, traveled to Albania with his class to study first hand how that country is managing the challenges of transitioning to a democracy and market-based economy. Mr. Zandaakhuu was excited to learn that other countries are facing challenges similar to his own, such as developing the capacity for electronic markets.

h) Higher Education Support Initiative (USAID/West Bank and Gaza)

Between April 2003 and September 2003, we continued our activities under HESI through the Master's Degree Scholarship Program (MDSP), the Local Scholarship Program (LSP), Short-Term Training and development of the Needs Assessment of Higher Education in the West Bank and Gaza. In addition, a website was launched by the AED field offices in April 2003 to promote HESI.

As of April 1, 2003, there were 70 Master's Degree Scholars in the United States. As of September 30, 2003, 45 scholars remained in the United States, 3 of whom were pursuing Optional Practical Training and 42 of whom were enrolled in academic programs. Monitoring of all participants continued on an ongoing basis. Between April and September 2003, we conducted 14 re-entry orientations at AED/Washington for a total of 25 scholars prior to their return to the West Bank/Gaza.

On June 1-3, 2003, AED hosted the second Master's Degree Scholarship Conference, entitled *Meeting the Challenges of Re-entry through Empowerment, Networking and Leadership* in Washington, DC. Over 50 Master's Degree Scholars from the West Bank and Gaza, who are at different stages of their academic programs in the United States, were in attendance.

On June 19, 2003, a reception was held at the Grand Park Hotel in Ramallah for returned West Bank participants. The reception provided an opportunity for returned Master's Degree Scholars to meet with USAID representatives, AED staff, and members of the NGO and academic communities.

In June and July 2003, AED completed the process of entering all ongoing participants into SEVIS such that all participants and their dependents were properly entered by the August 1, 2003 deadline.

In August 2003, the West Bank and Gaza branches of the Clinton Scholar Alumni Association (CSAA) were established and held their first meetings. The Academic Counselors in both the AED/WB and AED/G offices have continued to support the activities and proposals of the CSAA, in addition to providing other follow-on support and activities for the returned scholars.

Between April 2003 and September 2003, AED/WB and AED/G conducted numerous visits to Palestinian universities and colleges in the West Bank and Gaza to promote the LSP. During these months, AED continued to update LSP shortlists and summaries, collect community service pledges from the scholars, finalize tuition payments and arrange for scholars to take summer courses.

As for the short-term training component of HESI, the AED/WB and AED/G offices focused primarily on in-country IT training. Specifically, the field offices conducted market research, selected training providers and identified target groups for the IT training. The Training Specialists designed application forms, announcements and evaluation forms. They then

arranged for the first two courses that will be held, including arranging for selected participants to take the required entry examination. AED also received nine requests for non-IT short-term training from various SO teams at the Mission.

From April 2003 to August 2003, Marwan and Mazen Hashweh continued their work on the needs assessment under HESI and submitted the final document to the Mission on August 18, 2003.

Under Fee-for-Service programs, AED processed visa data for two groups of participants from DAI and CH2MHill who attended programs in June 2003 and September 2003 respectively.

i) E-Learning

There was no activity under the START/E-Learning task order during this period.

j) Caribbean Regional Intern-Scholarship Program - CRISP (USAID/Caribbean Regional Mission)

CRISP was initiated in March 2003. Aurora International has been subcontracted by AED as the organization primarily responsible for implementation under AED's START IQC.

Activities during the first six-months of the task order have focused on establishing the project field office in Barbados, establishing relationships with USAID/Caribbean's in-country partner for this activity, Center for Management Development (CMD), establishing the project Advisory Council, developing policies and procedures for project implementation and the recruitment and selection of participants, and recruiting participants to begin US-based programs in Fall 2003 and Winter 2004. Aurora International President Robert Walker, Task Order Manager Gundu Rau, and Program Development Specialist Sheila Grant traveled to Jamaica and Barbados during the six month period to meet with USAID/Caribbean officials, AED/Barbados staff, staff at CMD and others involved with CRISP implementation.

k) Pakistan Teacher Education and Professional Development Program (PTEPDP) (USAID/Pakistan)

This activity was initiated July 9, 2003. Initial efforts through August 27, 2003 were focused on basic project start-up activities, development of procedures for training provider and participant selection, development and distribution of an RfP to solicit training providers, and development and distribution of the application packet for the first group of trainees. Mark Ketcham traveled to Islamabad, Pakistan for two weeks beginning August 4 to support these efforts. In addition to assisting with general administrative set-up and project implementation, he met with USAID/Pakistan officials and officials within the Government of Pakistan, Ministry of Education to discuss issues related to the program.

RETROSPECTIVE SUMMARY FOR THE SECOND CONTRACT YEAR

The START contract asks that the Annual Report for each contract year include a "retrospective of important developments, problems, and successes in working with USAID sponsoring units on task orders under this IQC, including the level of usage of subcontracts under the contractor's subcontracting plan." It also solicits from contractors "recommendations, if any, with justifications, to modify the IQC itself or its administration."

Overview:

AED considers the second year implementing START activities to be successful and generally smooth. Balancing task order proposal development with ongoing project management and implementation is always challenging and often this year required juggling the development of two proposals while at the same time attending to ongoing project activities and requirements. USAID Missions continued to learn how to use the START IQC mechanism to best meet their needs, in several cases coming up with innovative approaches for procurement and contract structures. For example USAID/Zambia intends to award an IQC-type contract mechanism under which work orders will be issued for individual or groups of training programs. The incentive fee continued to be a source of differing interpretation by USAID Missions with some going so far as awarding fixed fee contracts as opposed to incentive fee contracts, and other Missions questioning the appropriateness of awarding contracts with incentive fees within a contract that allowed payment through a Letter of Credit. The correct representation and calculation of the incentive fee ratio also continued to stimulate dialogue with the USAID/Washington contracting officer eventually providing models for the correct representation of the ratio in relation to intended fee structures.

AED continued to publicize and educate USAID Missions on their ability to use START to meet their training and institutional development needs however in these efforts finds that Missions are often confused by the array of IQC mechanisms available to them and the competing information they receive from different implementers and offices within USAID. This situation is further discussed below along with other contract management and activity implementation challenges and lessons learned under START.

IQC Management Challenges and Lessons Learned

Challenges posed by other USAID procurement mechanisms with overlapping scopes of work.

USAID has increasingly used the IQC mechanism for procuring services. Increasingly, IQCs awarded by different but in some cases the same USAID units have overlapping scopes of work. The result is that Missions cannot easily distinguish which IQC would best serve their needs and the large number of IQCs makes it difficult for the organizations who hold the IQCs to publicize them in ways that will help Mission staff to remember the differences and the best ways to use them. Of special concern are those cases where the same units within USAID have awarded different IQC contracts with overlapping scopes of work. For example, a Mission can procure a training needs assessment under the START contract managed by USAID/EGAT but can also procure similar work under the GEM contract, also managed by USAID/EGAT. This blurring of

differences between IQC mechanisms makes publicizing them difficult and helping Missions to determine which will better support their needs nearly impossible.

Recommendation: In the case of USAID/EGAT, it would be useful if we discussed the IQCs that have been awarded by the same unit to see where there are overlaps in the scopes of work and discuss USAID's intent in awarding IQCs with scopes of work that provide similar services. This would put us, the implementing contractors, in a position to be able to assist USAID carry out that intent and also, in cases, allow us to help USAID think through the best ways to manage the redundancies in scope. Also, when EGAT is considering future needs and whether or not they are best met through existing IQCs or whether an additional IQC needs to be developed and awarded, it would be useful to consider the needs in light of what is already in place to avoid redundancies.

Project Activity Implementation Challenges and Lessons Learned

Importance of the role of monitoring/evaluation staff on task order activities.

On two activities that AED has been implementing, START/Russia and START/CAR, the USAID Mission requested the addition of a full-time individual responsible for overseeing monitoring and evaluation to the field office team. We have seen benefits from this decision on both projects. There is increased oversight resulting in increased production and better quality of final reports and success stories. There is also an increase in the field offices' capability to track longer-term impact. Another important advantage to having staff dedicated to monitoring and evaluation is that they not only focus on assessing impact post-event, but also assist in strengthening the development of training programs from the beginning. By assisting with the development of training requests, especially in setting goals and developing measurable objectives for training interventions, and by conducting critical analysis and evaluations of training programs, dedicated monitoring and evaluation specialists could assist in improving and capturing the impact of training programs. In one case, this individual has been a US Direct Hire, whereas in the other case, the individual is a Host Country National.

AED feels it is important to mention this as a Lessons Learned or Best Practice because Missions often do not recognize the importance of, or are unwilling to fund someone dedicated full-time to monitoring and evaluation.

Monitoring Site Visits to in-country and third country training events

Another important lesson learned is the value of having implementing contractor staff conduct monitoring site visits to in-country and third country training events. Given the increasing number of events that take place in-country and the increased emphasis on developing in-country and regional training capacity, site visits serve not only a monitoring function but also can be used to support increased institutional capacity by providing on-site feedback and guidance. Missions are not always willing to consider the additional costs these visits require, but the result of these often supports increased impact as well as increased capacity to service as training or human capacity development service providers given that many of the in-country and third country providers are new, or relatively new, to the type of programming requested under

START. For third country programs, site visits also insure that basic logistics are handled appropriately, and in our experience, the impact of program content is decreased if participants perceive problems with program logistics.

Promote participant training as integral to Mission goals and objectives (SO Framework)

It is important to continue to work with Mission project staff to encourage them to recognize that training is an integral and important component of each Mission's overall development strategy. Mission support for training that takes a long-term view of human capacity building, rather than an easy and convenient way to finance ad hoc initiatives from local counterparts and partners, will increase the impact of START training interventions. Under AED's START/PTP activity, one Mission has integrated a human capacity development assessment into its strategic planning process to ensure that human capacity development needs are identified along with technical assistance needs and are integrated within the Missions Strategic Plan. This best practice reflects the Mission's appreciation for the need to integrate human capacity and institutional development needs into the overall strategy so that training needs are not segregated from the overall development assistance strategy.

Level of Usage of Subcontracts under Subcontracting plan:

AED submits its "Subcontracting Report for Individual Contracts" (Form 294) to USAID semi-annually, reporting through March 31st and September 30th of each year.

As of March 31st, AED had exceeded it's target for subcontracting to small business concerns (including small disadvantaged firms, women owned small businesses, Historically Black Colleges and Universities, and HUBZone Small Businesses).

AED's target based on expenses through March 31, 2003 was \$1,405,771. Actual amounts paid to eligible firms were \$1,434,764.

ATTACHMENT A

**Personnel Approved to Work under START
through August 27, 2003**

AED Contract No. EEE-I-00-01-00010-00
Strategic Technical Assistance for Results with Training (START)
Task Order Update

August 31, 2003

**A. USAID Signed
Task Orders:**

| <u>No.</u> | <u>TO Title/Mission</u> | <u>Effective Date</u> | <u>Period of Performance</u> | <u>Exercised Price*</u> | <u>Total Price**</u> | <u>Obligated Funds to Date</u> |
|---------------------------------------|---|---------------------------|----------------------------------|-----------------------------|--------------------------|------------------------------------|
| 01 | E&E Participant Trng Prog (PTP) USAID/EE/EEST | 09/28/01 | 09/28/01 09/27/04 | 13,291,381 | 22,554,591 | 6,735,670 |
| 801 | START/Russia USAID/Russia | 10/01/01 | 10/01/01 09/27/04 | 5,702,136 | 5,702,136 | 2,992,000 |
| OUT-EEE-I-800-01 -00010-00 | START/CAR USAID/Central Asia Republics | 03/01/02 | 03/01/02 02/28/05 | 14,822,115 | 14,822,115 | 8,831,192 |
| 02 | START/ Africa Agriculture Capacity Dev Training Initiative USAID/Africa Bureau-Office of Sustainable Development | 04/15/02 | 04/15/02 09/30/04 | 852,179 | 852,179 | 852,179 |
| 803 | START/International Auditor Fellowship Program, GAO USAID/Ethiopia | 05/05/02 | 05/05/02 11/30/2002 | 41,784 | 41,784 | 41,784 |
| 802 | START/Mongolia USAID/Mongolia | 08/15/02 | 08/15/02 12/31/05 | 1,587,588 | 1,587,588 | 315,123 |
| 804 | START/Developing Capacity, Skills and Leadership Training Project USAID/Eritrea | 08/14/02 | 08/14/02 08/13/04 | 1,953,041 | 1,953,041 | 1,525,919 |
| 805 | START/HESI USAID/West Bank & Gaza | 08/19/02 | 08/19/02 08/18/05 | 9,040,000 | 9,040,000 | 7,563,476 |
| 806 | START for Zambia USAID/Zambia | 08/18/02 | 08/18/02 01/17/03 | 123,981 | 123,981 | 123,981 |
| 807 | E-Learning USAID/Washington, D.C. | 09/30/02 | 09/30/02 09/26/06 | 418,804 | 418,804 | 100,000 |

| | | | | | | |
|------------|---|----------|----------------------|---------------------|---------------------|---------------------|
| 808 | START/Caribbean Regional Mission USAID Caribbean Intern-Scholarship Program USAID/Jamaica | 03/17/03 | 03/17/03 09/30/04 | 2,410,797 | 2,410,797 | 635,000 |
| 807 | START/Benin Training Programs USAID/Benin | 05/20/03 | 05/20/03 05/19/05 | 239,965 | 239,965 | 239,965 |
| 809 | Pakistan Teacher Education and Professional Development Program (PTEPDP) USAID/Pakistan | 07/09/03 | 07/09/03 06/30/06 | 4,999,668 | 4,999,668 | 1,000,000 |
| | Total Awarded T.O.s | | | \$55,483,439 | \$64,746,649 | \$30,956,288 |

B. Total Pending Task Orders:

Economic Growth and Basic Education
Training Activities: USAID/RCSA: Zambia

AED has been selected

Total Awarded Pending T.O.

| |
|------------|
| |
| \$0 |

\$0

\$0

C. Total Awarded & Pending Task Orders:

| |
|---------------------|
| \$64,746,649 |
|---------------------|

Notes:

1. Exercised Price: Does not include option years, which are also not reflected in the Period of Performance.
2. Total Price: Includes option years.
3. Total Awarded & Pending Task Orders: Total Awarded is total ceiling price plus option years to date.

ATTACHMENT C - Table 1
STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING
CUMULATIVE SUMMARY OF TRAINING: February 29, 2003 - August 27, 2003

| TOTAL | US | TC | IC |
|-------|----|----|----|
|-------|----|----|----|

| Task order | Task Order Name | Participant | | | Programs | Participant | | | Programs | Participant | | | Programs | Participant | | | Programs |
|-------------|--|-------------|--------|-------|----------|-------------|--------|-------|----------|-------------|--------|-------|----------|-------------|--------|-------|----------|
| | | Male | Female | Total | | Male | Female | Total | | Male | Female | Total | | Male | Female | Total | |
| 2970001 | E&E Participant Training Program | 866 | 1024 | 1890 | 130 | 18 | 6 | 24 | 6 | 84 | 53 | 137 | 23 | 764 | 965 | 1729 | 101 |
| 2970002 | Russia | 86 | 215 | 301 | 16 | 4 | 12 | 16 | 1 | | | 0 | | 82 | 203 | 285 | 15 |
| 2970003 | Central Asia Republics | 2915 | 2437 | 5352 | 200 | 46 | 30 | 76 | 21 | 437 | 243 | 680 | 98 | 2432 | 2164 | 4596 | 81 |
| 2970004 | Africa Agricultural Capacity development Training Initiative | | | | | | | | | | | | | | | | |
| 2970005 | International Auditor Fellowship Program-GAO (Ethiopia) | | | | | | | | | | | | | | | | |
| 2970006 | Training to Support Economic Growth & Democracy Initiative (Mongolia) | 8 | 2 | 10 | 1 | 8 | 2 | 10 | 1 | | | | | | | | |
| 2970007 | Development Capacity, Skills and Leadership Training Project (Eritrea) | 11 | 5 | 16 | 12 | 3 | 1 | 4 | 2 | 2 | | 2 | 2 | 6 | 4 | 10 | 8 |
| 2970008 | West Bank and Gaza | 5 | 1 | 6 | 6 | 5 | | 5 | 5 | | | | | | 1 | 1 | 1 |
| 2970009 | Zambia | | | | | | | | | | | | | | | | |
| 2970011 | Jamaica | | | | | | | | | | | | | | | | |
| 2970012 | Benin | | | | | | | | | | | | | | | | |
| 2970013 | Pakistan | | | | | | | | | | | | | | | | |
| Total START | | 3891 | 3684 | 7575 | 365 | 84 | 51 | 135 | 36 | 523 | 296 | 819 | 123 | 3284 | 3337 | 6621 | 206 |

| TOTAL | Non-academic | Academic |
|-------|--------------|----------|
|-------|--------------|----------|

| Task order | Task Order Name | Participant | | | Programs | Participant | | | Programs | Participant | | | Programs |
|-------------|--|-------------|--------|-------|----------|-------------|--------|-------|----------|-------------|--------|-------|----------|
| | | Male | Female | Total | | Male | Female | Total | | Male | Female | Total | |
| 2970001 | E&E Participant Training Program | 866 | 1024 | 1890 | 130 | 865 | 1024 | 1889 | 129 | 1 | | 1 | 1 |
| 2970002 | Russia | 86 | 215 | 301 | 16 | 86 | 215 | 301 | 16 | | | | |
| 2970003 | Central Asia Republics | 2915 | 2437 | 5352 | 200 | 2915 | 2437 | 5352 | 200 | | | | |
| 2970004 | Africa Agricultural Capacity development Training Initiative | | | | | | | | | | | | |
| 2970005 | International Auditor Fellowship Program-GAO (Ethiopia) | | | | | | | | | | | | |
| 2970006 | Training to Support Economic Growth & Democracy Initiative (Mongolia) | 8 | 2 | 10 | 1 | 8 | 2 | 10 | 1 | | | | |
| 2970007 | Development Capacity, Skills and Leadership Training Project (Eritrea) | 11 | 5 | 16 | 12 | 9 | 1 | 10 | 6 | 2 | 4 | 6 | 6 |
| 2970008 | West Bank and Gaza | 5 | 1 | 6 | 6 | | | | | 5 | 1 | 6 | 6 |
| 2970009 | Zambia | | | | | | | | | | | | |
| 2970011 | Jamaica | | | | | | | | | | | | |
| 2970012 | Benin | | | | | | | | | | | | |
| 2970013 | Pakistan | | | | | | | | | | | | |
| Total START | | 3891 | 3684 | 7575 | 365 | 3883 | 3679 | 7562 | 352 | 8 | 5 | 13 | 13 |

ATTACHMENT C - Table 2
STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING
CUMULATIVE SUMMARY OF TRAINING: August 28, 2001 - August 27, 2003

| | | TOTAL | | | | US | | | | TC | | | | IC | | | |
|-------------|--|-------------|--------|-------|----------|-------------|--------|-------|----------|-------------|--------|-------|----------|-------------|--------|-------|----------|
| Task order | Task Order Name | Participant | | | Programs | Participant | | | Programs | Participant | | | Programs | Participant | | | Programs |
| | | Male | Female | Total | | Male | Female | Total | | Male | Female | Total | | Male | Female | Total | |
| 2970001 | E&E Participant Training Program | 2378 | 2670 | 5048 | 262 | 83 | 34 | 117 | 18 | 274 | 175 | 449 | 81 | 2021 | 2461 | 4482 | 163 |
| 2970002 | Russia | 342 | 487 | 829 | 36 | 56 | 75 | 131 | 9 | 6 | 10 | 16 | 1 | 280 | 402 | 682 | 26 |
| 2970003 | Central Asia Republics | 6021 | 5421 | 11442 | 367 | 55 | 38 | 93 | 30 | 625 | 424 | 1049 | 178 | 5341 | 4959 | 10300 | 159 |
| 2970004 | Africa Agricultural Capacity development Training Initiative | | | | | | | | | | | | | | | | |
| 2970005 | International Auditor Fellowship Program-GAO (Ethiopia) | 0 | 1 | 1 | 1 | | 1 | 1 | 1 | | | | | | | | |
| 2970006 | Training to Support Economic Growth & Democracy Initiative (Mongolia) | 11 | 2 | 13 | 4 | 11 | 2 | 13 | 4 | | | | | | | | |
| 2970007 | Development Capacity, Skills and Leadership Training Project (Eritrea) | 12 | 5 | 17 | 13 | 6 | 1 | 7 | 4 | | | | | 6 | 4 | 10 | 9 |
| 2970008 | West Bank and Gaza | 213 | 244 | 457 | 459 | 60 | 26 | 86 | 88 | | | | | 153 | 218 | 371 | 371 |
| 2970009 | Zambia | 4 | 2 | 6 | 3 | 4 | 2 | 6 | 3 | | | | | | | | |
| 2970011 | Jamaica | | | | | | | | | | | | | | | | |
| 2970012 | Benin | | | | | | | | | | | | | | | | |
| 2970013 | Pakistan | | | | | | | | | | | | | | | | |
| Total START | | 8981 | 8832 | 17813 | 1145 | 275 | 179 | 454 | 157 | 905 | 609 | 1514 | 260 | 7801 | 8044 | 15845 | 728 |

| TOTAL | Non-academic | Academic |
|-------|--------------|----------|
|-------|--------------|----------|

| Task order | Task Order Name | Participant | | | Programs | Participant | | | Programs | Participant | | | Programs |
|-------------|--|-------------|--------|-------|----------|-------------|--------|-------|----------|-------------|--------|-------|----------|
| | | Male | Female | Total | | Male | Female | Total | | Male | Female | Total | |
| 2970001 | E&E Participant Training Program | 2378 | 2670 | 5048 | 262 | 2376 | 2670 | 5046 | 260 | 2 | | 2 | 2 |
| 2970002 | Russia | 342 | 487 | 829 | 36 | 342 | 487 | 829 | 36 | | | | |
| 2970003 | Central Asia Republics | 6021 | 5421 | 11442 | 367 | 6021 | 5421 | 11442 | 366 | | | | |
| 2970004 | Africa Agricultural Capacity development Training Initiative | | | | | | | | | | | | |
| 2970005 | International Auditor Fellowship Program-GAO (Ethiopia) | 0 | 1 | 1 | 1 | | 1 | 1 | 1 | | | | |
| 2970006 | Training to Support Economic Growth & Democracy Initiative (Mongolia) | 11 | 2 | 13 | 4 | 8 | 2 | 10 | 1 | 3 | | 3 | 3 |
| 2970007 | Development Capacity, Skills and Leadership Training Project (Eritrea) | 12 | 5 | 17 | 13 | 9 | 1 | 10 | 6 | 3 | 4 | 7 | 7 |
| 2970008 | West Bank and Gaza | 213 | 244 | 457 | 459 | | | | | 213 | 244 | 457 | 459 |
| 2970009 | Zambia | 4 | 2 | 6 | 3 | 3 | 1 | 4 | 1 | 1 | 1 | 2 | 2 |
| 2970011 | Jamaica | | | | | | | | | | | | |
| 2970012 | Benin | | | | | | | | | | | | |
| 2970013 | Pakistan | | | | | | | | | | | | |
| Total START | | 8981 | 8832 | 17813 | 1145 | 8759 | 8583 | 17342 | 671 | 222 | 249 | 471 | 473 |

**EE Regional Participant Training Program
Contract Number: EEE-I-00-01-00010-00
USAID/E&E/EEST**

SEMI-ANNUAL PERFORMANCE REPORT

For the Period October 1, 2002 – March 31, 2003

Submitted to

**Jim Nindel, COTR
USAID/E&E/EEST**

Date Submitted: 4/30/03

Submitted by:

**Susan Fickling, Project Director
Academy for Educational Development
1825 Connecticut Ave., N.W.
Washington, D.C. 20009**

**Telephone: 202-884-8368
Fax: 202-884-8425
Email: sficklin@aed.org**

EE Regional Participant Training Program (PTP)

SEMI-ANNUAL PERFORMANCE REPORT

Contractor: Academy for Educational Development

Contract #: EEE-I-00-01-00010-00

Reporting period: For the Period October 1, 2002 – March 31, 2003
Task Order Ceiling Amount: \$13,291,381.00
Amount Obligated to Date: \$6,735,670.00

The objective of the PTP Task Order is to provide services related to human capacity development technical assistance, including individual and group participant training. The activity supports USAID's third goal of building human capacity through education and training and specifically, the strategic objective "training improves performance of individuals and effectiveness of host country organizations". AED is pleased to present the following semi-annual summary of this activity in Ukraine and Armenia.

I. Design or Administrative Topics

A. Visa Processing

Due to changes in the visa processing system required by the INS, now the Bureau of Citizenship and Immigration Services (BCIS) and the US Department of State, USAID instituted a new electronic visa processing/participant monitoring system that feeds into the BCIS mandated electronic visa processing system known as SEVIS. Since January, AED has worked with Missions, Technical Assistance Contractors, Grantees, and Cooperative Agreement holders, devIS and ISTI to switch from the paper visa application forms to this new electronic system.

B. Small Grants

AED submitted to EGAT/ED, and received approval for, a set of small grant template documents to be used should the Armenia or Ukraine Missions decide to make use of the small grants program included under the PTP Task Order.

II. Activities Under the Subcontracting Plan

A. Management/Program Highlights

During the first half of Year 2, AED management activities focused on ongoing training program and financial operations. Both Armenia and Ukraine continued implementation of the 2002 Human Capacity and Institutional Development (HCID) Plans and the start up of the FY 2003 HCID Plans.

Armenia:

Although October 1, 2002, was the beginning of year two of the PTP Task Order in Armenia, it

marked the start of the first full year of PTP in Armenia as the program did not officially begin until March 1, 2002. On September 30, 2002, USAID/Armenia and AED closed the FY 2002 Human Capacity and Institutional Development Plan, which covered the last six months of GTD and the first six months of PTP. Although activities approved under the FY 2002 HCID Plan would continue to be implemented during the course of the next year (2003), any new activities would need to be developed and approved within the context of the FY 2003 HCID Plan.

To initiate the development of the FY 2003 HCID Plan, the USAID/Armenia Participant Training Activity Manager in the Program Office, Yeva Hyusyan, sent out an announcement to all USAID/Armenia Office Directors and Activity Managers giving them the dates for submission of new Training Implementation Concepts (TICs). Strategic Objective Team Leaders were given an indicative PTP funding level for their Strategic Objective for the period covered by the FY 2003 HCID Plan. Activity Managers were informed that new interventions that were time sensitive could be approved by the Program Office on an ad hoc basis pending the approval of the FY 2003 HCID Plan, but the funding for them would come from the HCID funds allocated to the appropriate Strategic Objective under the FY 2003 HCID Plan.

AED/Yerevan staff assisted USAID/Armenia Strategic Objective Teams in collaboration with their technical assistance partners to identify and rank HCID interventions for the FY 2003 HCID Plan. The individual Strategic Objective HCID Plans went through several iterations before each of the Strategic Objective Teams agreed on those interventions to be approved as Priority A – “approved-funded” under the Plan and those that would be held in reserve as Priority B – “approved not funded” under the Plan. The final version of the FY 2003 HCID Plan was approved by the Acting USAID/Armenia Mission Director, Carol Flavell, on December 28, 2002. When she approved the Plan, she also authorized the waiver of host government or other non-USAID funding for payment of participant-related international travel and transportation costs per USAID ADS 253. The waiver covered the interventions and implementation period of the FY 2003 HCID Plan and extended to non-PTP funded interventions being implemented by the Mission’s other technical assistance partners.

In Armenia, the number of in-country interventions has mushroomed as USAID focuses more and more of its PTP resources on human capacity building in the regions of Armenia outside of Yerevan. AED/PTP’s capacity to reach out virtually to every corner of Armenia has been greatly strengthened by the work done on the NGOs 2002 Conference and Exhibition, the Bed and Breakfast Owners/Managers Training Program, the Girls Leading Our World (GLOW) Program and the Social Case Workers Training and Upgrading Program. None of USAID’s other technical assistance partners has this organizational and institutional capacity. AED is using this enhanced capacity to involve more local training providers from the regions outside of Yerevan and to reach potential participants living and working in areas beyond the capital city. To maintain this network of regional partners and participants, AED staff are having to make more and frequent trips to the regions of Armenia.

Another important development in the PTP/Armenia Program and other USAID/Armenia sponsored human capacity building interventions is the growing focus on performance improvement in USAID/Armenia’s strategic thinking. This was the underlying theme in the recently completed USAID/Armenia Human Capacity Development Assessment carried out by

USAID/EGAT/ED/TR and ISTI. If the recommendations from this assessment are implemented under USAID/Armenia's new strategy, the importance of PTP in Armenia will be greatly enhanced in its outlying years.

Training Needs Assessments

Social Work

As part of the FY 2002 HCID Plan, USAID/Armenia approved funding in September 2002 for a major staff training and upgrading program for social case workers employed by the Ministry of Social Security, the Regional Social Security Centers under the ten Marzpetarans in Armenia and municipal authorities in Yerevan and NGOs. The objective of this comprehensive program was to provide social case workers with the practical skills that they needed to improve the delivery of social assistance programs to Armenia's most vulnerable populations – particularly children, female headed households, the disabled and the unemployed. This program was developed based on the recommendations of the Social Work Training Needs Assessment conducted by Assistant Professor Jerry Johnson of Grand Valley State University, Grand Rapids, Michigan, USA, in July-August 2002.

In December 2002, the University of Connecticut in partnership with the Open University in the United Kingdom was selected to be the training provider for the curriculum development and training of trainers components of the in-country social case worker training and upgrading program. Taking into account the size, complexity and duration of this program, USAID/Armenia requested that AED/Armenia be the local in-country training provider. AED/Armenia is implementing this program in very close collaboration with the Ministry of Social Security, the ten Marzpetarans, the Yerevan municipal authorities, the Department of Sociology and Social Work at Yerevan State University and PADCO, the USAID partner for the Armenian Social Transition Program.

From January 2003 until the end of March 2003, AED/Armenia, its local partners, three experts from the University of Connecticut and one expert from the Open University put together the curriculum for the first round of training that was scheduled to start on April 14, 2003. During this same period, the 32 trainers and assistant trainers took part in the training of trainers program and the training manual for the program was developed, tested and revised during the TOT sessions.

The social caseworkers training and upgrade program will take place throughout 2003. At the conclusion of the program in December 2003, 720 social case workers employed by the Ministry of Social Security and the Regional Social Security Centers throughout Armenia along with 60 social case workers working for NGOs will have participated. At the conclusion of the program, the 780 participants will sit for an examination. Those successfully passing the examination will receive a State Certificate in Social Case Work Management issued by the Ministry of Social Security.

Medical Waste Management

During the six months covered by this semi-annual report, PTP conducted its second and third Training Needs Assessments. In January 2003, AED contracted with Mr. Edward Krisiunas and

Mr. Massimo Saviotti to undertake the assessment of “Medical Waste Management in Armenia” in collaboration with the Armenian Ministries of Health and Nature Protection. This assessment proposed new policy guidelines on affordable and appropriate ways to improve the management and disposal of medical waste in Armenia. These guidelines are currently being reviewed and considered by the Government of Armenia. The assessment also recommended a series of training interventions that emphasize practical and affordable safe medical waste management practices. Two such events are planned under the FY 2003 HCID Plan to take place during the summer months.

Water Resource Management

The third PTP Training Needs Assessment, “Organizational and Human Capacity Building Assessment of the Water Resources Management Agency under the Ministry of Nature Protection,” took place in February and March 2003. This assessment was done by Professor Millard Hall from the College of Engineering of the Florida State University and the Florida Agricultural and Mechanical University. This assessment was seen by USAID/Armenia and its technical assistance partner in the water sector, Associates in Rural Development (ARD), to be important in their efforts to strengthen the capacity of the Water Resources Management Agency to carry out its functions and responsibilities under the National Water Code enacted by the National Assembly of the Republic of Armenia on June 4, 2002 and signed into law by the President of Armenia on July 1, 2002.

The water assessment contains a number of recommendations pertaining to staffing and staff development, technical support, equipment and budget support for the Water Resources Management Agency. Training needs were identified related to improving the professional, technical and managerial skills of Agency staff in how to better use water data to inform decision and policy making within the Agency; water basin modeling; and integrated water resources management. The recommendations on staff development will be incorporated into the FY 2003 and FY 2004 HCID Plans.

The recommendations from the assessment regarding water basin modeling as a tool in water allocation decision making were the focus of the “Water Allocation and Water Rights Study Tour” conducted by ARD in Austin, Texas, March 16 – 29, 2003. This study tour consisted of ten participants from the Water Resources Management Agency, the Hydrometeorological and Environmental Monitoring Agency, the Ministry of Nature Protection and the State Committee on Water Systems. The program emphasized the practical applied uses of simulation models to plan and allocate water resources and how such models may be adapted for use in Armenia. ARD will be following up with technical assistance to help the Agency and the participants to put in place simulation models to be used in the allocation of water permits under the new Water Code. In addition, while in the US the participants were introduced to the use of public hearings as part of the decision making processes surrounding the allocations and uses of water resources. Public hearings are an important feature of the new Water Code.

Ukraine:

PTP Ukraine assisted the Mission’s FY 2003 training plan development in October 2002, when the AED team briefed each of the SO teams individually on how the planning process relates to

each of their overall SOs and IRs. We also discussed with them USAID's Policies and Procedures regarding how training is to be planned and implemented (ADS 253), and the two principal data bases USAID mandates (TIOL and TraiNet), what they contain, how to access them, and how we can help them get data entered into the system. For much of the new staff, this was their first introduction to Section 253 of USAID's Automated Directives System (ADS).

The SO teams then sent us draft training requests (Training Intervention Concepts - TICs), using the PTP formats. We reviewed and organized those requests into a table by SO, providing cost estimates for each according to USAID guidelines. We sent that table to the mission in late January. Since then it has been revised at least once with some additional minor adjustments as a few SO teams have proposed additional TICs. During the past several months, USAID has been reconsidering its overall priorities and program allocations to SO teams. These have implications for how much funding will be allocated to training, and how much would be allotted to each SO team. The Mission management will inform each SO team what their revised allocations will be, the SO teams will review the TICs submitted and prioritize them within their budget limits. We will take those requests immediately to produce the Training Plan, and then over the course of the year work with each Project Officer to turn each TIC into a Training Intervention Request Form (TIRF).

In Ukraine, one of the most successful PTP programs was the "Prevention of Trafficking in Persons: Economic Causes and Solutions," conference held in Kyiv in October. Approximately 150 representatives from the Ukrainian government, media, and local and international organizations attended the conference to review various strategies to combat trafficking such as expanding local economic opportunities; comparing regional approaches to the problem; and exploring the role of small business development and the third sector in job creation.

One of the best-received components was at the end of day two, when representatives of 18 donor organizations (embassies, multilateral and bi-lateral aid agencies, and International Organizations) each presented details on their aid programs, providing specifics about their priorities, strategies, and criteria for funding. Chris Crowley, Mission Director, represented USAID. Several participants asked specific agencies to defend their funding priorities, or explain why they weren't doing more in specific areas. Several agency representatives asked other aid agencies if they would be willing to create partnership agreements on specific programs in development, collaborate on on-going efforts, and coordinate complementary activities. We had intended the conference as a forum for participants to learn about the types of assistance offered by donors; and, it turned out that the donor agencies knew less about each other's programs than we realized. Several of them were effusive in their thanks for our having created the opportunity not just to present their own programs, but also to learn about each other's programs and pursue closer cooperation.

As a result of this success, and growing out of discussions during the conference, we are planning to expand post conference dissemination and follow up. This includes press kits tailored to regional (oblast) media outlets, with participant photos and text tailored to highlight those participants and agencies within the coverage area of a specific newspaper, and/or television or radio station.

A second highly successful conference managed by PTP was the National Conference for Sustainable Development. This event was the culmination of a series of in-country training events, a third-country study tour, and participation in a global conference. The in-country events consisted of one part technical updates on international policies and standards, how they are developed and monitored; and, one part local environmental policy dialogues involving Oblast and Municipal Environmental regulators, environmental NGOs, and technical experts in academia and national research institutes. These events, held across Ukraine (implemented by different Training Providers in each locality), provided opportunities to impart technical knowledge, conduct discussions to promote policy reforms, and prepare Ukraine to participate in international policy debates at the World Summit on Sustainable Development. The events were also used as a means to assess the training providers in order to pick the best provider to implement the subsequent National Conference. Key participants from the local workshops were chosen to represent their regions at the National Conference. The process engaged Ukrainians at the local, national, and international levels in a policy issue they have determined to be of great importance, but which had been stalled due to a lack of clear vision of what national policies should be, how policies relate to the UN environment programs standards, and how to involve municipalities in the new context of devolution of authority from the central national government. Two weeks after the National Conference one of the participants was appointed the new Minister of Ecology.

B. Training Operations

Training staff arranged and managed a total of 62 programs between October 1, 2002 – March 31, 2003. The total number of participants who were trained during the period was 1,794. During the period there were five programs conducted in the U.S. for a total of 27 participants, 36 in-country programs conducted for 1,638 trainees, and 21 third-country training programs conducted for 129 trainees.

The breakdown of these programs follows:

1. Total Number of Programs Implemented and Individuals Trained (All Venues)

SUMMARY

| COMPLETED | US-Based | In-Country | Third Country | All |
|----------------------------------|-----------------|-------------------|----------------------|------------|
| Oct 1, 2002 -Mar 31, 2003 | | | | |
| Number of Participants | 27 | 1638 | 129 | 1794 |
| | | | | |
| Male | 20 | 723 | 81 | 824 |
| Female | 7 | 915 | 48 | 970 |
| | | | | |
| Number of Programs | 5 | 36 | 21 | 62 |
| Avg # of Participants | 5 | 46 | 6 | 29 |
| | | | | |
| Participation by SAA | | | | |

| | | | | |
|----------------------|-----------|-------------|------------|-------------|
| SAA 1 | 22 | 673 | 71 | 766 |
| SAA 2 | 0 | 644 | 42 | 686 |
| SAA 3 | 0 | 172 | 8 | 180 |
| SAA 4 | 5 | 149 | 8 | 162 |
| <i>Total</i> | 27 | 1638 | 129 | 1794 |
| | | | | |
| PROJECT TOTAL | 27 | 1638 | 129 | 1794 |
| | | | | |
| Female Percentage | 25.93 | 55.86 | 37.21 | 54.07 |

2. Total Number of Programs Implemented and Individuals Trained (WNIS)

WESTERN NIS

| | <u>Ukraine</u> | | | | <u>Belarus</u> | | | | <u>Moldova</u> | | | | <u>Regional Total</u> | | | |
|----------------------------------|----------------|------------|-----------|------------|----------------|----------|----------|----------|----------------|----------|----------|----------|-----------------------|------------|-----------|------------|
| | US | IC | TC | All | US | IC | TC | All | US | IC | TC | All | US | IC | TC | All |
| COMPLETED | | | | | | | | | | | | | | | | |
| Oct 1, 2002 -Mar 31, 2003 | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| Number of Participants | 0 | 554 | 30 | 584 | 0 | 0 | 7 | 7 | 0 | 0 | 4 | 4 | 0 | 554 | 41 | 595 |
| | | | | | | | | | | | | | | | | |
| Male | 0 | 288 | 21 | 309 | 0 | 0 | 1 | 1 | 0 | 0 | 1 | 1 | 0 | 288 | 23 | 311 |
| Female | 0 | 266 | 9 | 275 | 0 | 0 | 6 | 6 | 0 | 0 | 3 | 3 | 0 | 266 | 18 | 284 |
| | | | | | | | | | | | | | | | | |
| Number of Programs | 0 | 6 | 2 | 8 | 0 | 0 | 1 | 1 | 0 | 0 | 1 | 1 | 0 | 6 | 4 | 10 |
| Avg # of Participants | 0 | 92 | 15 | 73 | 0 | 0 | 7 | 7 | 0 | 0 | 4 | 4 | 0 | 92 | 10 | 102 |
| | | | | | | | | | | | | | | | | |
| <u>Participation by SAA</u> | | | | | | | | | | | | | | | | |
| SAA 1 | 0 | 301 | 30 | 331 | 0 | 0 | 7 | 7 | 0 | 0 | 4 | 4 | 0 | 301 | 41 | 342 |
| SAA 2 | 0 | 104 | 0 | 104 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 104 | 0 | 104 |
| SAA 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SAA 4 | 0 | 149 | 0 | 149 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 149 | 0 | 149 |
| <i>Total</i> | 0 | 554 | 30 | 584 | 0 | 0 | 7 | 7 | 0 | 0 | 4 | 4 | 0 | 554 | 41 | 595 |
| | | | | | | | | | | | | | | | | |
| PROJECT TOTAL | 0 | 554 | 30 | 584 | 0 | 0 | 7 | 7 | 0 | 0 | 4 | 4 | 0 | 554 | 41 | 595 |
| | | | | | | | | | | | | | | | | |
| Female Percentage | 0 | 48 | 30 | 47 | 0 | 0 | 86 | 86 | 0 | 0 | 75 | 75 | 0 | 48 | 44 | 48 |

3. Total Number of Programs Implemented and Individuals Trained (Armenia)

ARMENIA

| | US-Based | In-Country | Third Country | All |
|--|-----------------|-------------------|----------------------|------------|
|--|-----------------|-------------------|----------------------|------------|

| | | | | |
|----------------------------------|-----------|-------------|-----------|-------------|
| COMPLETED | | | | |
| Oct 1, 2002 -Mar 31, 2003 | | | | |
| | | | | |
| Number of Participants | 27 | 1084 | 88 | 1199 |
| | | | | |
| Male | 20 | 435 | 58 | 513 |
| Female | 7 | 649 | 30 | 686 |
| | | | | |
| Number of Programs | 5 | 30 | 17 | 52 |
| Avg # of Participants | 5 | 36 | 5 | 23 |
| | | | | |
| Participation by SAA | | | | |
| SAA 1 | 22 | 372 | 30 | 424 |
| SAA 2 | 0 | 540 | 42 | 582 |
| SAA 3 | 0 | 172 | 8 | 180 |
| SAA 4 | 5 | 0 | 8 | 13 |
| <i>Total</i> | 27 | 1084 | 88 | 1199 |
| | | | | |
| PROJECT TOTAL | 27 | 1084 | 88 | 1199 |
| | | | | |
| Female Percentage | 26 | 60 | 34 | 57 |

Participant Non>Returns : There were no non-returnees in the reporting period.

C. Evaluation

Evaluation and monitoring of training implemented under the PTP Task Order continued during the period. Evaluation questionnaires were administered to participants who completed training and final reports for completed training programs were written and submitted to the E&E Bureau. Home office evaluation staff also received, tracked and finalized final reports sent from the field offices for in-country and third-country training. Staff also conducted telephone interviews with participants attending U.S.-based and third country programs as part of ongoing monitoring, and conducted site visits to programs held locally.

During the period being reported, project staff completed or reviewed, and submitted 66 final reports. Of these, 27 were for in-country programs, 35 were for third country programs, and four were for US programs.

There were two site visits conducted for US-programs during this period, 80 for IC-programs, and two for TC programs.

AED submitted four success stories to be posted on the E&E website:

| | |
|--------------------|--|
| Program Title: | Democratic Leadership Development – Civics Education |
| Field(s) of Study: | Education Development |
| # of Participants: | 52 |

Home Country: Armenia

Program Title: World Summit on Sustainable Development

Field(s) of Study: Environmental Studies

of Participants: 3

Home Country: Ukraine

Program Title: Support for Investigative Journalism

Field(s) of Study: Journalism

of Participants: 16

Home Country: Armenia

Program Title: Commercial Law Curriculum Working Group

Field(s) of Study: Curriculum Planning

of Participants: 14

Home Country: Armenia

Reports and responses to ad hoc requests were provided to USAID/EE as requested. These included the following:

- 1) Reporting on programs with a focus on conflict intervention (November, 2002)

D. Field Operations

West NIS:

AED/WNIS continued implementation of the 2002 Training Plan, arranging 10 programs for 595 trainees, including 554 who attended in-country programs, and 41 participants in third country programs.

Armenia:

AED/Yerevan arranged 52 programs for 1,199 trainees, including 27 participants in U.S.-based programs, 1,084 attending in-country programs, and 88 participants in third country programs.

E. Finance:

Home office finance staff continued to support the financial needs of the project by:

- Processing monthly imprest reports from Ukraine and Armenia;
- Processing imprest replenishment requests;
- Processing wire transfer requests to the field and to U.S. or third country providers and vendors;
- Processing home office check requests for vendor and participant payments;
- Reviewing and monitoring monthly cost sheets and vouchers;
- Providing ongoing review of expenses against the project budget;
- Providing assistance and guidance to field staff in relation to salary and allowance issues; and

- Preparing and providing “checkbook” and pipeline information.

F. Reports:

The following reports were submitted to the E&E Bureau during this period:

- 1) Participant Training Financial Expenditures Report (checkbook);
- 2) Expenditures Pipeline Report;
- 3) Participant Training Placement Status Report;
- 4) Minority Institution Utilization Report;
- 5) Training Program Summary Report; and
- 6) Training Program Final Reports (submitted following completion of training programs);

III. Analysis of Training Data/Program:

A. Key Cross-Border Linkages

Armenia:

Cross-border linkages between Poland and Armenia are emerging in two areas. The first is between the National Bank of Poland and the Central Bank of Armenia. Between March 23 and March 29, PTP financed the participation of two officials from the Central Bank of Armenia in the Banking Supervision Leadership Program conducted in Krakow, Poland, under sponsorship of the Toronto International Leadership Center and the National Bank of Poland. In June 2003, PTP will send two officials to the Market Risk Regulation and Supervision Program in Warsaw, Poland, hosted by the Training Initiative for Banking Supervision in collaboration with the National Bank of Poland. The second is in the NGO sector. From September 16 to September 20, the Polish American Advisory Agency based in Warsaw, Poland, conducted the in-country workshop on NGO Law. This highly successful program was followed by a NGO Law Study Tour to Poland hosted by PAAA from November 18 to November 29. While this program was took place in Poland, AED/Armenia’s Program Specialist, Anna Melkonyan, conducted a monitoring visit to Poland. In addition to observing the NGO Law Study Tour she also monitored the Civic Action Groups Study Tour to Poland, which was implemented by the Progress and Business Foundation. While in Poland, Ms. Melkonyan met with several potential Polish training providers, particularly those specializing in the development of NGOs, associations and small businesses. AED believes that these cross-border linkages in the banking and NGO sectors will continue to develop in the years ahead.

Ukraine:

During this past semester, the Regional USAID Mission for Ukraine, Moldova and Belarus underwent a significant review of its program strategies. This review was concurrent with a dialog on the future of US-Ukraine relations with considerable implications for short and medium term priorities and funding. As a result, there were no new linkages developed during this holding period beyond those sited in the annual report for Year 1.

B. Contributions Toward Sustainability of Local Institutions

Armenia:

Armenia is engaged in a number of programs that contribute significantly to local institutional sustainability. A few examples are provided here:

Accounting Scholarship Program: This program, which began under GTD, continues to strengthen the accounting profession in Armenia. Under the program, approximately 125 Armenians are currently enrolled in the Association of Certified and Chartered Accountants (ACCA) of the United Kingdom's distance education program. The ACCA distance education program provides internationally recognized accounting and financial management training to professional accountants and financial managers around the world. From June 2002 until the present time, the number of Armenian accountants receiving ACCA Certification has increased significantly as the students that started the program several years ago are taking their final qualifying examinations. For example, in June 2002 the first scholarship recipient successfully completed the ACCA Program. In December 2002, two more scholarship recipients became ACCA qualified accountants. In June 2003, four scholarship recipients are expected to be ACCA qualified. These graduates are supplying the private and public sectors with internationally qualified accountants, auditors and financial managers. In addition, these graduates as well as students enrolled in the second and third levels of ACCA are serving as trainers in the accounting, auditing and financial management training programs offered by the Association of Accountants and Auditors of Armenia (AAAA) and private training organizations such as the International Business Training Center. In conclusion, GTD and PTP investments in offering scholarships to take the ACCA distance education program are paying off in terms of developing the accounting, auditing and financial management profession in Armenia and the capacity of local training and education organizations to offer quality training and educational programs. Furthermore, the ACCA trained accountants and auditors are at the forefront of accounting curriculum reform being undertaken by Yerevan State University and other institutions of higher education in Armenia.

NGOs 2002 Conference and Exhibition: A historic event organized and sponsored by PTP took place in Armenia over the November 8-10, 2002, weekend. This was the first national conference and exhibition of NGOs ever held in Armenia. NGOs 2002 brought together 328 NGOs from all 11 administrative regions of Armenia. Work on this event began in May and June 2002 when AED, in collaboration with the Armenian Assembly of America's NGO Center and World Learning/Armenia's NGO Strengthening Project, organized eleven NGO working groups, one for each of Armenia's administrative regions. Each working group was headed by a Regional Coordinator elected by the participating NGOs. These working groups and an executive steering committee consisting of the 11 regional coordinators and representatives of the three USAID/Armenia partners organized and implemented NGOs 2002.

The conference focused on nine theme areas that had been identified by the participating NGOs and their working groups. The main themes were NGO collaboration, NGO management and financing, social issues, youth and children's education, women's issues, culture, ecology and

environmental issues, civil society, and information and research. The overarching theme of NGOs 2002 was “Building Today and Tomorrow Together.”

Thousands of ordinary Armenian citizens attended the exhibition and cultural and artistic performances associated with NGOs 2002 and the event was widely covered by all major national and regional TV stations. For visitors and participants alike this was the first time in post-independence Armenia that they had a chance to see the wide range of activities and services being carried out by NGOs in support of the economic, democratic and social transitions underway in their country.

Since NGOs 2002 was completed on November 10, 2002, the eleven NGO working groups have continued to function. These groups have been reviewing the recommendations from the conference and using them to put together strategies and plans of action of their own at their local and regional levels. For example, the NGOs from Lori Marz, in partnership with a local TV station, applied for and received a grant from USAID/Armenia to produce a community NGO newsletter, to organize educational TV shows on what NGOs are doing in the marz (region) and a marz wide NGO exhibition later in 2003.

The NGO working groups in Shirak Marz and the Yerevan Municipality have drafted proposals to create regional and national networks of NGOs building on the network of regional working groups and coordinators established for NGOs 2002. Both of these proposals have been circulated to the other marz working groups for comments and suggestions. The main difference between these two proposals is how formal this network should be. The NGOs in Shirak Marz prefer that the network be informal. On the other hand, the Yerevan NGOs would like to see the network more formal and have proposed the creation of an NGO Foundation or NGO Alliance that would be registered as a legal entity.

AED continues to work closely with the AAA’s NGO Center and the World Learning/Armenia NGO Strengthening Project to facilitate, encourage and promote the efforts by the marz-based working groups to strengthen cooperation, collaboration, networking and teamwork among NGOs. Prior to the creation of this informal network, there was no institutional and organizational mechanism to foster collaboration and cooperation among Armenia’s NGO community. This network is also proving to be a very valuable asset in broadening the participation of NGOs outside of Yerevan in PTP sponsored programs. AED is using the network to announce RfPDs for local training providers and to seek participant nominations.

Training for Bed and Breakfast (B&B) Owners/Managers: This program continues to contribute to local capacity development in two ways. First, the program is building the capacity of two local training organizations, the Business Support Center and Apricot Plus/Aries Avetik Tours, to provide relevant and practical training in B&B management and operations in Armenia. Their training capacity was further enhanced by seven weeks of technical assistance from IESC (International Executive Service Corps) Volunteer Executives, Mr. and Mrs. Thomas Foley from the state of Maine in the US during February and March 2003. Second, the number of operational B&Bs in the four regions covered by this program (Syunik and Vayot Dzor marzes in Southern Armenia and Tavoush and Lori marzes in Northern Armenia) is increasing. As a result, local and international tourists and business people are finding affordable quality places to

stay in Armenia's more remote regions. The implications of this to Armenia's tourism sector are profound. In this way, this program reinforces and supports the Tourism Development Program being implemented by USAID's partners such as the International Executive Service Corps and the Eurasia Foundation.

Social Case Workers Training and Upgrading Program: The Ministry of Social Security, PADCO and AED are exploring with the Department of the Civil Service of the Government of Armenia how this program can be recognized and integrated into the training sponsored by the Department of the Civil Service of the Government of Armenia. Furthermore, PADCO is encouraging the Minister of Social Security to offer this training program along with other staff development programs on an annual basis to improve the skills and knowledge of professional, technical and managerial staff employed by the Ministry as well as the Regional Social Security Centers.

Government of Armenia Procurement Training Program: Between July 20 and August 1, 2002, PTP financed a study tour on Procurement Law for four officials from the Ministry of Finance and Economy and the State Procurement Agency. The study tour was implemented by International Training and Consulting, Inc., of Tucson, Arizona. Following the study tour, Mr. Karen Brutyan, Head of the Procurement Processes and Regulations and Budget Implementation and Methodology Department, Ministry of Finance and Economy, organized a comprehensive national-wide series of practical workshops to train government officials in how to implement Armenia's Law on Public Sector Procurement to ensure competition, fairness, openness and transparency. This training program built on training that had also been supported by other USAID partners such as Chemonics under the Commercial Law Program and the Urban Institute under the Local Government Strengthening Program. Mr. Brutyan submitted a proposal to USAID/Armenia to include the Government of Armenia Procurement Training Program in the FY 2003 HCID Plan. USAID/Armenia accepted his proposal. During the course of developing the TIRF for this program, Mr. Brutyan indicated that the Ministry of Finance and Economy wanted to increase the number of sessions and to make the program a residential one outside of Yerevan rather than a non-residential program in Yerevan. Rather than asking USAID/Armenia to cover the financial implications of these changes, Mr. Brutyan received approval from the Ministry of Finance and Economy to cost-share the program with AED. As a result, the Ministry of Finance and Economy will be covering 33 percent of the program's cost and AED under PTP 67 percent. The program is scheduled to begin on May 15 and run through June 22, 2003. During this time, there will be 12 two-day sessions held at the Writer's Union in Tsakhadzor, Armenia. One hundred and forty-four government procurement officials and 48 private business representatives are expected to take part.

Ukraine:

Ukraine is also conducting programs that contribute to local institutional sustainability. A few examples include:

Public Support of Investment for Regional Economic Development - USAID/Kyiv continues to support the Kharkiv Partnership (KP), a joint initiative of the Ukrainian and US governments to improve the investment climate, support specific investment projects, encourage small business growth, and provide assistance for human and social capital development in the Kharkiv oblast.

One of the biggest events will be a National Conference on Local Economic Development. In order to prepare local Ukrainian organizations to become reliable partners for future in-country programs, AED/Ukraine announced a tender for providing logistics services for the conference. Based on the performance of the Ukrainian organizations, the Conference Steering Committee selected two Ukrainian organizations: one to be the information services provider, and the second organization to be the logistics services providers. Both organizations are active members of the Conference Steering Committee working on the design of the conference.

Agricultural Extension Service - USAID/Kyiv continues to support agricultural reform in Ukraine. One of several events in the area of agricultural development is the Agricultural Extension Service training program, conducted in two areas of Ukraine. The Training and Coordination Center of Advisory/Extension Service was selected as the training provider. The center was established with the support of the EU-TACIS Project on Support of Three Private Farm Support Centers and provides training to extension service specialists. Recently, the center has been officially registered as a Ukrainian NGO, and it coordinates extension activities all over Ukraine. The center has also established the National Association of Extension Services of Ukraine as a Ukrainian NGO. The objective of the association is to improve the living standards of rural population and agricultural production through establishment of agricultural extension services. The Training and Coordination Center has been elected as Executive Body of the Association. The Training and Coordination Center began as a donor funded project, financed through the European Union's TACIS program. That funding came to an end, and they had just completed the process of registering as a self sustaining NGO, providing technical support to farmers on a fee for service basis. Having won a tender for the PTP Agricultural Extension Service training program immediately after being registered has helped launch them as a viable independent Ukrainian legal entity. This program represents the first competition they have won.

C. Successful Training Approaches, Models, and Best Practices

Armenia:

We highlight the following approaches/models that are currently being used in the Armenia program:

Integrated and Systemic Human Capacity Development: Building human capacity in support of USAID/Armenia's strategy is the primary goal of PTP in Armenia. To achieve this goal, PTP is becoming increasingly focused on addressing performance gaps in organizations and institutions that are related to inadequacies and deficiencies in skills, knowledge, information and attitudes among administrative, technical, professional and managerial staff. PTP staff, in close collaboration with SO Team Leaders and technical assistance partners, are working together to address these gaps using the resources available both from PTP and technical assistance partners. Overcoming these gaps requires taking a systematic look at the problem and how the problem may need to be tackled through an integrated series of human capacity development interventions.

One of the best examples of this approach is the way in which the performance gaps in the provision of social services to vulnerable population groups in Armenia is being addressed. The

problems were initially identified by PADCO as it was implementing the USAID/Armenia Social Transition Program. PADCO began to try and overcome these gaps through staff development and training programs. However, these interventions were not sufficient or adequate to address the problem. Therefore, in July and August 2002, AED was requested by USAID/Armenia to undertake a comprehensive Social Worker Training Needs Assessment. Based on this assessment, USAID, PADCO and AED were able to put together a comprehensive training program to train and upgrade the practical skills of 720 social case workers employed by the Ministry of Social Security and the Regional Social Security Centers as well as 60 social workers employed by NGOs. To accomplish this objective, a training program has been designed that involves class-room training followed by on-the-job consultation and further class-room training spread over a one-year period. The 780 social caseworkers have been divided into 32 training groups with trainers and assistant trainers assigned to each group.

Another example of this approach is the series of World Trade Organization (WTO) programs that PTP carried out in the second half of 2002 to support Armenia's efforts to become a member of the WTO. Under the USAID/Armenia Fiscal, Tax and Customs Program being implemented by Bearing Point, USAID was providing technical assistance to the Ministry of Trade and Economic Development to assist Armenia in its application for WTO membership. Bearing Point was providing technical input to help the Armenian Government address issues and concerns raised during WTO Working Group sessions by various members of the WTO. In order for the Ministry and the Government to deal effectively with these issues and concerns, it was important that key professional and technical staff inside and outside government have a good understanding of the problems and concerns. To help facilitate this process, PTP financed three study tours of professional and technical public and private sector officials to the WTO in Geneva, Switzerland, during the second half of 2002.

On December 10, 2002, the WTO General Council Session voted to offer Armenia membership in the WTO and on February 5, 2003, Armenia was officially admitted into the WTO as its 145th member country.

Both the Ministry of Trade and Economic Development and Bearing Point have stressed repeatedly the importance of the series of PTP sponsored study tours in expediting and facilitating Armenia's accession into the WTO. The collaboration among the Ministry, Bearing Point and AED that begun in 2002 is continuing following Armenia's admission to the WTO. Instead of focusing on accession, this collaboration is now concentrating on building Armenia's capacity to realize the full economic benefits of WTO membership. Therefore, under the FY 2003 HCID Plan, AED/PTP will be implementing two interventions. The first will be a study tour from June 30 to July 4 to the WTO Secretariat, where Armenian public and private sector officials will meet with the professional and technical staffs within the WTO that will be working with Armenia. The purpose of this visit is for the Armenian officials to learn and benefit from the experience of other CIS and former Soviet Block Countries that are now members of the WTO. Following the WTO study tour, AED/PTP will organize a hands-on practical study tour to one of the CEE countries scheduled to become a member of the European Union in 2004 to learn how it was able to successfully realize the economic benefits from WTO membership and how this helped in its efforts to become a member of the European Union.

Focus on Leadership Development: The PTP program in Armenia has an important focus on democratic leadership development, which was first initiated under the TRANSIT/GTD Program in 2001. This emphasis has continued in the FY 2002 and FY 2003 HCID Plans.

From September 21 to October 3, 2002, 62 key civic education teachers and coordinators from the Junior Achievement of Armenia's Civic Education Program participated in the Democratic Leadership Training offered by the Conflict Management Group of Cambridge, Massachusetts. The program took place in Lusakert, Armenia. The teachers were not only trained in coalition building, negotiation, team work, conflict resolution and win-win problem solving skills, they were instructed in how to adapt, modify and mould the instructional techniques and methodologies behind these skill areas into their teaching of the civic education curriculum. A major focus of the civic education program is to increase citizen participation in Armenia's economic, democratic and social development as an independent, democratic and market-oriented society. The program encourages high school students to become engaged and actively involved in community service as students.

In the summer 2003, the Conflict Management Group will be conducting the Democratic Leadership Program for 25 young leaders from the NGO community in Armenia. Also during the summer months, AED/PTP will sponsor the GLOW Program (Girls Leading Our World) for the third year. This year there will be two summer camps for young women leaders – one covering the northern regions of Armenia and the other the southern regions. To date, this program is being done in collaboration with the Armenian NGO "Millennium" and the US Peace Corps. The project has reached 137 young women in their late teens and early 20s with leadership and empowerment training. In 2003, this number will be nearly doubled as 100 additional young women take part in the program.

Ukraine:

We highlight the following approaches/models that are currently being used in Ukraine:

Integrated USAID Programs: Ukraine routinely conducts dialogues between SO teams that are not limited to programs officially identified as "Cross-cutting" programs in the USAID five-year strategy paper. Programs that are officially designated as "Cross-cutting" would be the Poland-American-Ukraine Cooperation Initiative (PAUCI), since their work addresses issues across a spectrum of technical sectors: macroeconomic policy; small business development, local government reform, European integration, and HIV/AIDS.

There are other projects that are officially designated to address a single SO, that none-the-less have significant overlap with other SOs. For example, the Sustainable Development program is designed to support the SOs in the office of Health and Social Transition (HST). These activities primarily promote economic development, biodiversity, and a cleaner and healthier environment. They touch on macro- and micro-economic development and the policies and regulatory regimes established by national, regional, and local governments that address these issues. They affect job growth and community health. They often empower civil society organizations to learn about and advocate for policies and programs that meet their needs and serve community interests. Training, study tours, and conferences that the Mission requests from PTP in support

of Sustainable Development usually need to be coordinated and integrated across SOs with on-going activities in the offices of Health and Social Transition, Economic Growth, and Democracy and Governance. The pace, volume, and workload of Mission Project Officers makes it difficult for them to identify needs and opportunities, and then initiate this type of coordination, in support of program integration. Because PTP Ukraine receives requests for training interventions from all programmatic areas in support of the full spectrum of SOs, we are often well situated to identify to needs and suggest efficiencies and coordination across SOs.

In 2002, USAID, through AED, launched a new training activity on sustainable development in preparation for Ukraine's participation in, and follow-up to, the World Summit on Sustainable Development (WSSD). This activity was comprised of seminars in six regions around Ukraine, a study tour to the WSSD, a study tour to Poland and the final component, a National Conference on Sustainable Development. Ukrainian regional, municipal and local level officials from different sectors of the economy, civil servants and NGO leaders were trained in the principles of Sustainable Economic Development.

One of the major outcomes of the activity has been the strengthening of the role of local community leaders, NGOs, local authorities, workers and business people in achieving sustainable development. They have been encouraged to initiate actions at the local level first, and then, channeling those decisions into the formulation of a National Strategy of Ukraine for Sustainable Development.

Similar opportunities present themselves for most of the SOs. USAID assistance in Ukraine is focused on encouraging and strengthening the development of the country's economic and political systems, the participation of a broad spectrum of citizenry in civil society, and enhancement of their health and basic quality of life. It is rare that a single program addresses all of these issues. The Mission's environmental program (which focuses on sustainable economic development and eliminating health hazards in the environment through the broad-based participation of NGOs and community organizations in setting national, regional, and municipal priorities, policies and standards,) does just that.

Inter-Sectoral Interventions involving the same target groups: AED is well placed to identify opportunities for intra-program coordination that may be difficult for the Mission to identify. For example, the Office of Program and Cross-Cutting Initiatives (PCS), which manages "The Kharkiv Partnership," asked AED to develop a National Conference on Local Economic Development, followed by a third country study tour on the same topic. The goals and objectives for these events overlap with: 1) plans for a new municipal reform program to improve the capacity of city administrations to promote economic development, which will be bid by the Office of Democracy and Government (D&G); 2) a Sustainable (Economic) Development project (Local Environmental Action Plan – LEAP), managed by the Office of Health and Social Transition; and, 3) the Women's Economic Empowerment Program, managed by Winrock International, and funded under USAID's Anti-Trafficking Program. AED has drawn each of these groups into the planning for the National Conference scheduled for June 2003, assured the involvement of key players in the design, and solicited their recommendations in drawing up the list of conference participants.

Coordinating with Other Donors: Another component of the large Regional and National Conferences, whose design and management we have facilitated, has been the inclusion of a donor's roundtable. Such roundtables were initially intended to provide the participants with useful information about what all of the donors were doing and intended to do in the given policy area. However, donors have remarked that they represented a rare (and sometimes first) opportunity to learn what each other are doing. The result has been donors exploring opportunities to coordinate and collaborate their current and future programming.

Regional Anti-Trafficking Conference: The participants (from Ukraine, Moldova, and Belarus) and speakers from Russia, Poland, US, Bulgaria, and Italy worked seriously and enthusiastically sharing experiences and ideas on the conference theme of "Anti-trafficking: Economic Causes and Economic Solutions." One of the best-received conference components was at the end of day two, when representatives of 18 donor organizations (embassies, multilateral and bi-lateral aid agencies, and International Organizations) each presented details on their aid programs, providing specifics about their priorities, strategies, and criteria for funding. Christopher Crowley, USAID Mission Director, represented USAID. Several participants asked specific agencies to defend their funding priorities, or explain why they were not doing more in specific areas. Several agency representatives asked other aid agencies if they would be willing to create partnership agreements on specific programs in development, collaborate on on-going efforts, and coordinate complementary activities. AED had intended the conference as a forum for participants to learn about the types of assistance offered by donors; however, it turned out that donor agencies knew less about each other's programs than we realized. Several donors were effusive in their thanks for our having created the opportunity not only to present their own programs, but also to learn about each other's programs and pursue closer cooperation.

National Conference on Sustainable Development: To design and implement the conference, USAID/Kyiv's Environment Special Objective Team created a committee to design the conference and to select the participants. Representatives of USAID, AED/K, the United Nations Development Program (UNDP), the Regional Environmental Center (REC), and other Ukrainian and international organizations were invited to serve on the committee. USAID asked AED/K to play the key-organizing role in coordinating the event. The knowledge and experience the committee members brought contributed significantly to the overall success of this event.

Agricultural Policy Analysis: To design and implement the seminar, AED/Kyiv has created a committee to design the program and select the training provider. The committee consisted of USAID/Kyiv, AED/Kyiv and UNDP Agricultural Policy Project representatives. AED/Kyiv played a key role in program development and selecting the training provider, while UNDP Agricultural Policy Project provided in-country logistics for the seminar as cost sharing.

Agricultural Extension Service: The training program consisted of two regional seminars conducted in the areas of Ukraine where international donor organizations either do not provide any support to the development of extension services, or this support is not sufficient. One seminar was conducted in Poltava and gathered participants from several central areas of Ukraine. Another seminar was conducted in Yalta for participants from the Autonomous Republic of Crimea and several southern areas of Ukraine. The main objective of the training program was to give the participants an understanding of the potential role of an effective

agricultural extension service, and how best to organize and provide the following types of services. To achieve this goal, representatives of different extension services were invited to the workshops as presenters. Among them are:

- Louisiana State University Agricultural Center/Vinnytsya Center for Private Farmer Training and Outreach;
- EU-TACIS Project “Creation of Three New Private Farm Support Centers;”
- Canadian Agricultural Project STEP;
- German-Ukrainian Agricultural and Investment Project (DUAP);
- British Department for International Development Agricultural Project; and
- Ukrainian local extension services.

Knowledge gained during this training program would allow the participants to take advantage of both international and local extension services and use them for the establishment of new and the development of existing extension services in Ukraine.

Expanded Participation in Integrated Conference Design and Management: USAID Ukraine has increasingly called upon PTP Ukraine to facilitate the design and implementation of large national and international conferences as a way to consolidate and bring focus to interventions that involving several SO teams, multiple contractors, working in multiple regions, with largely uncoordinated yet overlapping interventions by multiple donors. These events have included: the Regional (EEC) Conference on Anti-Trafficking: “Economic Causes and Economic Solutions” (October 2002); the National Conference for Sustainable Development (November 2002); the National Conference for Think Tanks and Analytical Centers (December 2002); and preparatory work for a National Conference on Local Economic development (June 2003).

Ukraine has pioneered an approach to large conference design and management, which while not necessarily new elsewhere, represents a challenging and productive improvement over the Soviet top down, directive approach, which still predominates. It involves creating a temporary multidisciplinary and multi-sectoral conference steering committee, leading the committee in designing the conference using a conference management plan template, and training the local training provider in how to use the conference management plan in designing and implementing a given conference.

Our experience in the past six months is that there has been enormous resistance at first, as steering committee members testify to the number of conferences they have managed successfully in the past. With patience, over a period of months, the steering committee members, who constitute the co-sponsors and conference organizers, have come to see the benefits of a more strategic approach to conference design and management.

Initial resistance begins to break down when the organizers are queried about how satisfied they have been with previous conferences. This has often led to discussions about previous conferences on a similar topic. It has generally been agreed that the most successful aspect of previous conferences has been the opportunity for the participants to network in the corridors between sessions, not the event itself or the speakers. It has also been noted that conferences with multiple sponsors have experienced a certain amount of chaos, as differences in opinions

about the purpose of the event are not identified and resolved until the event itself. The organizers must then use their best diplomatic skills to deal with a certain amount of confusion, in an attempt to bring focus to the event, and satisfy diverse sponsors as well as the participants.

Multi-sectoral Steering Committees: Each steering committee is composed of the key stakeholders in the given policy area, including other donors and Ukrainians not currently involved with any USAID funded program who develop the initial set of conference objectives. These generally include GOU policy staff for the given issue, representatives of other donors working in the same area, as well as representatives of Ukrainian organizations funded by other donors. Since a steering committee with more than about a dozen members would become unwieldy, we invite the steering committee to convene an expanded group of about 30 to 35 technical experts to seek their advice regarding: 1) the conference goal and objectives; 2) the profile of participants to be targeted; and, 3) recommendations regarding speakers. This step has proven to be useful in assuring the clarity and relevancy of the objectives, co-opting other donors and thus avoiding turf battles, and targeting more effectively the most appropriate participants.

In this way, PTP serves as the facilitator for the steering committees, assuring that the objectives define how the targeted conference participants are expected to benefit from the event.

Introduction of Conference Management Planning Tool: The instrument used to bring focus to the work of the steering committee is a conference management plan template adapted from the American Society for Training and Development (ASTD) Handbook. It asks the steering committee members to agree upon: 1) clearly defined and measurable conference objectives that focus on how the participants will benefit by attending; 2) clearly defined session objectives; and, verify whether the sum of the session objectives demonstrate how the overall conference objectives will be met. The traditional Soviet approach relies on identifying speakers, and how much time they will be given to expound on their credentials.

The instrument also leads the committee and the training providers to coordinate and reconcile programmatic and administrative/logistical issues for every session. If a session is changed in any way, (e.g., its objective, the speaker/facilitator, time allocation, location, group definition, etc.) the conference organizers are asked to review and revise the management plan. Programmatic changes may require changing time allocations or location, or whether audiovisual equipment is needed or not, or the number of facilitators need for small groups. Likewise changes in logistical arrangements may have implications for what can be done programmatically (e.g. the translators missed their flight, the documents to be studied did not arrive, or the number of break out rooms available has changed, etc.).

Improved Capacities of Local Providers to Manage Large National Conferences: PTP Ukraine has found that local training providers use the traditional Soviet model to design and manage large conferences. They begin with the question “whom can we get to speak,” before testing whether all of the co-sponsors have a common and clear understanding of the objectives and a profile of the types of participants that should be invited in order to accomplish those objectives. The principal planning instrument traditionally used is the conference agenda, which identifies titles of sessions, time allocations, and speakers. It does not assure agreement of the results expected from any given session, or whether the speaker/facilitator chosen or the participants

invited are appropriate to accomplish the session objective; and, whether the session objectives are likely to lead to accomplishing the conference objectives. Without sufficient clarity on the conference and session objectives, logistical arrangements are traditionally inadequately planned. The steering committee meetings typically included numerous anecdotes about crises at previous conferences that were accepted to have been due to “unforeseen events”. Using the conference management planning instrument, it became clearer to the organizers and the local training providers that past crises could be anticipated.

This approach has involved PTP Ukraine working closely with each of the local providers to develop their organizational capacities. In some cases providers have been NGOs, and in others for-profit firms. Each has remarked that their conference management capacities have benefited from the guidance and experience that the new approach has afforded.

D. Recommendations to Improve Impact

AED continues to recommend the points noted in our first annual report:

Addition of a monitoring/evaluation staff member to the field office staff. Under the START/Russia and START/CAR task orders, AED was requested by the Missions to include a full time staff person responsible for monitoring and evaluation. We have seen benefits from this decision on both projects. There is increased oversight resulting in increased production and better quality of final reports and success stories. There is also an increase in the field offices’ capability to track longer-term impact. Another important advantage to having staff dedicated to monitoring and evaluation is that they not only focus on assessing impact post-event, but can also assist in strengthening the development of training programs from the beginning. By assisting with the development of training requests, especially in setting goals and developing measurable objectives for training interventions, and by conducting critical analysis and evaluations of training programs, dedicated monitoring and evaluation specialists could assist in improving and capturing the impact of training programs. The staff person could be an ex-pat or local hire. If this were approved for PTP, we would recommend local hires for both Armenia and Ukraine, and we would recruit individuals with training and experience in conducting performance based analysis of the impact of training programs.

Monitoring of in-country and third country events. In conjunction with the above, AED believes that an increase in site visits to in-country and third country training events would help improve impact. Many of the in-country and third country providers are new, or relatively new, to the type of programming requested under PTP. In addition to evaluating programs, site visits can be used to coach and mentor training providers to help them improve their program implementation. For third country programs, site visits also insure that basic logistics are handled appropriately. In AED’s experience, if participants perceive problems with program logistics, the impact of the program content is decreased.

Further develop Mission Project Officers/Activity Managers’ understanding of overall Mission goals and objectives (SO Framework), and how participant training contributes. In order to reinforce that training is an integral and important component of each Mission’s overall development strategy, AED believes it is important to continue working with Mission project

staff to encourage them to view training in this way. Having Mission support for training that takes a long-term view of human capacity building, rather than an easy and convenient way to finance ad hoc initiatives from local counterparts and partners, will increase the impact of PTP training interventions.

START Russia
Contract Number: EEE-I-00-01-00010-00

SEMI-ANNUAL PERFORMANCE REPORT

For the Period October 1, 2002 – March 31, 2003

Submitted to:

Luba Maximova, COTR
USAID/Moscow

Date Submitted:
April , 2003

Submitted by:

Galina Sinyavina, Chief of Party
Academy for Educational Development
Address Leninsky pr, 2, office 524
Phone 956-7802
Email netm@actr.ru

START Russia

SEMI-ANNUAL PERFORMANCE REPORT

Contractor: **Academy for Educational Development**

Contract #: **EEE-I-00-01-00010-00**

Reporting period: For the Period October 1, 2002 – March 31, 2003

I. PROJECT SUMMARY

In August 2001, AED was selected as one of the three IQC holders under the Strategic Technical Assistance for Results Training (START) Contract. AED was awarded the START/Russia Task Order on September 28, 2001. The effective dates of the contract are September 28, 2001 to September 27, 2004.

II. Performance Progress

This report covers the first six months of year 2 activity under the START/Russia participant training activity. Four in-country programs were planned for the period from October 2002 to March 2003. All the programs were successfully implemented.

As required by the contract, AED also continued to provide support to USAID contractors in processing their US-based program trainees through the Fee-for-Service mechanism. During the reported period AED processed 103 participants for nine USAID contractors, including AIHA, the National Judicial College, the American Russian Center/Alaska State University, MCID, the Social System Research Institute and the Urban Institute.

III. DESIGN/ADMINISTRATIVE ISSUES

AED continued to assist the Mission in implementing new strategies and mechanisms for planning and conducting training interventions. A great deal of attention was given to the monitoring and evaluation of START 2002 programs in order to measure post-training behavior of the participants, obtain in-depth knowledge about training implications in the real work environment, and help the Mission understand how to optimize the programs in the future.

A. US Program Monitoring and Evaluation

Post-training evaluation questionnaires and/or interviews have been administered to all the groups that attended US-based training. To date, impact evaluation reports have been completed for the following three programs:

1. PTP#118-US02-001, Improving Access to Finance for Small Business (in this reporting period);
2. PTP#118-US02-006, Crisis Intervention Practices as Part of Social Welfare Services (previous reporting period); and

3. PTP#118-US02-008, Broadcast Management for Small and Medium-Size TV Stations (previous reporting period).

Cumulative data for the US programs shows that significant results have been achieved in the Application of New Models and Approaches (Indicator 3), Stronger Capacity of Russian Organizations (Indicator 2), and Impact on Broader Community (Indicator 4) areas (please refer to the indicators listed in Attachment 1, START Indicators Table). As surveys demonstrate, typically all of the participants are applying what they have learned, and 100% of them attribute benefits and improvements in their organizational performance to their training. These benefits manifest themselves through increased revenues and financial returns, greater visibility, more programs, better quality of services and improved processes and procedures.

- **Promotion of effective American-Russian Networks (Indicator #1)**

Performance on the Promotion of American-Russian Networks indicator was relatively weaker than on the other indicators: only two formalized (contracts, agreements) and 14 informal (exchange of information) contacts were reported in the three groups as a result of the training. The lack of English language skills was identified as the main barrier to sustainable networking and new partnerships.

- **Stronger Capacity of Russian Organizations (Indicator #2)**

Below are a few highlights of participant achievements from the most recent follow-up interviews¹ (Improving Access to Finance for Small Business, PTP#118-US02-001) to illustrate how training impacts the participants' organizations.

Olga Sedmova, expert on Project Financing, Regional Finance Company, Yaroslavl and former head of the Department of Economic Policy and Planning, Federal Fund for Small Business Support:

“We managed to increase the number of loans provided by 40%, mostly due to the application of new and more efficient methodologies of SME support through the adaptation of training concepts and materials. I was among the developers of the draft Federal Program for Small Business Support, where I incorporated the new knowledge obtained at the training. Unfortunately, the draft was not accepted by the government, but they liked our methodologies, and now the Ministry of Economic Development plans to restructure its system of small business support based on our recommendations.”

Vladimir Krasnov, General Director, Small Business Support Center of the Chuvash Republic, and Chairman, “Sojuz” Cooperative for Mutual Assistance of Entrepreneurs, Cheboksary:

“I’ve been using at least 9 models/approaches I learned during the training. Our small business financing indicators (# of loans provided) increased by 60% and the efficiency of our core

¹ Concrete examples of benefits from Broadcast Management and Crisis Intervention groups have been reported earlier and can be found in the respective Impact Reports in the attachment.

activities, i.e., microfinance for small businesses and individual entrepreneurs, improved by 30%.”

Zinaida Vorobieva, Executive Director of Credit Cooperative, and General Director of Insurance Company, Cheboksary:

“It was very inspiring to participate in this training and actually see how the government assistance to small business works in practice. The knowledge of the US experience in microfinancing techniques, leasing and, especially, agribusiness financing was useful to me in revising some of our current policies and procedures aimed at serving the needs of local agricultural products producers. As a result, the Credit Cooperative managed to increase the number of credits provided to small businesses by 300%.”

As it can be seen from the examples provided, the training brought tangible results and more small businesses were able to access financing, which fully meets the training objectives set forth in the Training Request.

- **New Policies and Regulations (Indicator #3)**

Of particular note, four new policies were developed at various government levels by this group of participants, including a draft Federal Program for Small Business Support, which was designed by Mr. Deminsky and Ms. Sedmova from the Federal Fund for Small Business Support in Moscow. In this group as in many others, policy level outcomes, i.e., new policies and regulations, were most likely to be achieved by those participants who have been in senior management positions with the government.

- **Magnitude of Impact on Broader Community (Indicator #4)**

Evidence shows that the number of organizations that start actually applying new models as a result of the training is greater than the number of participant organizations themselves due to a strong multiplier effect from participants’ sharing their experience. For example, Ms. Sedmova, an alumnus of the Improving Access to Finance for Small Businesses program, shared the US methodology of small business support with the All-Russian Conference of Small Business Organizations (with over 2,000 participants). As a result, it was included in the conference’s final resolution. She has also consulted with many local municipalities in the Yaroslavl region and the Moscow oblast and widely shared the training materials, which provide guidance for the practical implementation of microfinancing and other modern approaches.

Below is the cumulative data on the number of people who received formal or informal training from the US-based trainees that responded to the survey.

| | <i># of Survey Respondents</i> | <i># of Presentations Delivered</i> | <i># of Colleagues Trained or Informed</i> |
|--------------------------------|---------------------------------------|--|---|
| 1. Improving Access to Finance | 8 | 21 | 840 |

| | | | |
|---------------------------------|------------------|------------------|---------------------|
| 2.Crisis Intervention Practices | 11 | 33 | 580 |
| 3.Broadcast Management | 8 | 23 | 330 |
| <i>TOTAL</i> | <i>27</i> | <i>77</i> | <i>1,750</i> |

In sum, 77 presentations were delivered to over 1,750 colleagues by 27 respondents in the three groups evaluated for an average of 65 individuals affected by each participant. For example, Ms. Vorobieva conducted three seminars on leasing, microfinancing, and agribusiness financing for approximately 200 participants from the city of Cheboksary and the surrounding regions. She also presented the US framework for agribusiness financing at a meeting of ‘Agropromstrakh’ Association members. Ms. Popova conducted a series of trainings on how to establish a business support center for approximately 200 colleagues from the Krasnodar region.

B. In-Country Program Monitoring and Evaluation

1. Alumni training

Priority in the reporting period was given to analyzing the results of in-country events for alumni of USG programs, in consideration of Mission interests and to inform USAID about efforts to improve ongoing and follow-up activities. Evaluation questionnaires for six IC programs were custom-tailored to address the specifics of each program. Impact reports were developed for the four Modern Managerial Practices programs conducted in Nizhni Novgorod, Yuzhno-Sakhalinsk, Yekaterinburg and Volgograd (PTP#118-IC02-002 through 005). Evaluation reports are currently under development for the two Capacity Building for the Alumni Networking Groups workshops in Samara and Vladivostok (PTP#118-IC02-006 and 007).

Monitoring and evaluation results have shown the programs’ effectiveness in the achievement of the outcomes set forth in the contract. An average 40% response rate to the surveys approximately six months after the training is considered a good response level, given the short duration of IC training events (three to five days). A few participants recommended that such surveys occur earlier, due to the fact that their fast paced and busy professional lives caused their recollection of the training events to fade over time².

- **Cultural impact (START Contract/Outcome B.)**

The US based training has had a strong cultural impact. Testimony by Ms. Tatarinova from Omsk, who attended the training on Promoting Transparency and Accountability in Municipal Finance (118-US02-005), is provided below to support this statement.

² In the case of US programs, in contrast, some participants felt that five-six months was not enough time for results to come into fruition.

Galia Tatarinova, Assistant Professor, Omsk State Technical University, and PR Expert, Association of Siberian and Far East Cities, Omsk:

“The training produced a deep transformation in my personality. I discovered the United States, came to share its values and became an “Americanophile.” Back home, I held a series of gatherings for family, friends and colleagues to share my moving memories and numerous pictures taken during the visit. I have a strong desire to sustain cooperation with my American colleagues for many years to come.”

The surveys found an improvement in attitudes towards the United States in all three groups in which this indicator was measured. Fifty percent of the participants in Access to Finance, 80% in the Crisis Intervention Practices, and 87% in the Broadcast Management groups said their attitude improved after the training.

- USG alumni team up in stronger groups (START Contract, Outcome C.)

All of the training events resulted in greater cross-program alumni networking (see table below). The training programs provided a valuable opportunity for the alumni of various programs and fields to get to know each other, form professional relationships, consult with each other, and help each other to deal with their organizational problems. Of particular note, participants from business and NGO communities were especially pleased to meet and network with alumni working in governmental decision-making institutions. For example, Mr. Makarov obtained support for his initiative to create an Entrepreneurship Support Center from the Volgograd Oblast administration largely due to having met Ms. Uzilevskaia, an oblast official, during the training. In the same manner, Ms. Karpenko of the Sakhalin Public Initiatives Organization successfully planned and implemented a contest of social projects “We and Our City” thanks to newly formed professional ties with Ms. Sadykova, Chief of the Public Relations Department of the Yuzhno-Sakhalinsk city administration. This was a good indication of the general effectiveness of the training programs.

In the four groups participating in alumni training, networking was mostly informal. Only in Yuzhno-Sakhalinsk did participants form an alumni initiative group with the goal to establish a formal association.

Table: Alumni Networking after Training

| | City | Provider | % Participants Who Maintain Linkages after Training | Involvement in Alumni Associations |
|----|-------------------|---|---|---|
| 1. | Yuzhno-Sakhalinsk | Vladivostok State University of Economics and Service | 86% | A newly formed alumni cross-program networking group meets informally; registration being considered. |

| | | | | |
|----|-----------------|----------------------------------|-----|--|
| 2. | Ekaterinburg | Partner Foundation | 54% | 50% participate in alumni activities organized by Am. Corners, BfR and CC that have paid staff/alumni coordinators. |
| 3. | Volgograd | Partner Foundation | 71% | 24% involved in alumni activities through various USG programs (CC, Open World, SABIT). |
| 4. | Nizhni Novgorod | Academy of Management and Market | 91% | 32% participate in alumni activities through various USG programs (BfR, Presidential Program, OW, IATP, SABIT, Teachers of English). |

- Promotion of Effective American-Russian Networks (Indicator #1)

Regarding US-Russian linkages and partnerships, the participants mostly noted contacts with American colleagues and organizations based in Russia, e.g., IREX, Project Harmony, Internews, and the Open Society Institute. In terms of US-based organizations, the best results for US-Russian networking were shown, not surprisingly, by BfR and SABIT participants who had completed business internships with American companies in the US.

In total, five formalized and four informal contacts were established after the training. It should be noted that there were many more contacts mentioned in participant questionnaires, but most of them had started prior to the training sessions and, therefore, cannot be attributed to the effect of the programs.

- New skills and knowledge sustained within Russian institutions (START Contract Outcome A.; Indicators 2&3)

Training had a strong impact in the area of ‘new skills and knowledge sustained within Russian institutions,’ START Contract Outcome A., which corresponds to Indicators 2 and 3 on the Indicators Table. Typically, 100% of the participants’ organizations employ new models, methods, and approaches after the training. Only once, in the case of the Ekaterinburg activity,

did a survey respondent deny any use of new methods introduced at the training. Over 70% of the participants (71% in Yuzhno-Sakhalinsk, 73% in Nizhny Novgorod, 85% in Ekaterinburg and 100% in Volgograd) acknowledged benefits to their organizations due to their training and are able to provide concrete examples of such benefits. A minority of the participants said they were not sure about benefits to their organizations³. As a result of the training, organizations and individual participants are advancing their goals, improving organizational models and processes, developing new policies (both internal and for public use), attracting new clients, and launching new services.

A few highlights from the Impact Reports are provided below to support these findings.

Marina Urutina and Alexei Urutin, Dental Clinic Owners, Nizhni Novgorod:

“All our business results improved on average by 40%. We introduced new arrangements in managing our business consultants. We started introducing Internet technologies in a new area of business development.”

Galina Kondrashkina, Director, Novation Patent Attorneys, Ekaterinburg:

“We reviewed all our activities and brought procedures in compliance with the current legislation, particularly the new Labor Code. We moved all accounting into the electronic format utilizing the capabilities of modern MIS. We identified and calculated all the factors of our profitability, established internal norms for the amount of labor required to perform specific tasks. We also defined the areas for our business development and the means for achieving results. The amount of return business increased. We started providing two new services. The reputation of my firm has improved.”

Evgeny Makarov, Executive Director, Volgograd Entrepreneurs Public Organization:

“On November 1, 2002 we held a conference for entrepreneurs of the Volgograd oblast entitled ‘Entrepreneurs as Leaders in the Change Process.’ The knowledge I gained at the seminar was very helpful in the preparation and facilitation of this conference. Also, thanks to the new contacts made during the training, we are currently establishing a new Integrated Entrepreneurship Support Center jointly with the Volgograd oblast administration. (Ms. Uzilevskaia from the oblast administration also participated in the training.)

Irina Dubovitskaia, Chairperson, Krasnodar Region Public Association of Graduates of Russian Higher Education Institutions:

“As a first spectacular accomplishment, we conducted an LA-Krasnodar teleconference in July 2002. We called it “Breakfast with Russia” for the LA participants and “Dinner with America” for the Krasnodar participants. The teleconference included public officials, e.g., a local Duma deputy, as well as members of NGOs, businesses, and academia. As a next step, we co-sponsored the creation of the Krasnodar Center for Citizen Diplomacy jointly with alumni groups and the International Visitors Council of Los Angeles. The goal of the Center is to promote

³ It should be noted, that in contrast to the IC programs, there were no doubts expressed about benefits of the training after US programs.

understanding and develop comprehensive economic, social and cultural relations between Krasnodar and other cities in Russia and abroad.”

Liudmila Matveeva, Branch Director, Vladivostok State University of Economics and Service:

“I now work better in a team, and my colleagues began taking responsibility as I trust them more. I became more patient, learned how to listen to others. I implemented a lot of what I saw in the US into the educational process of the institutes that I administer. Our financial results improved, [and] we performed the best in the recruitment of paying students in comparison to other departments. I teach my colleagues efficient self-presentation, speaking, and communication skills. My institutes have become very popular, [and] our partnerships expanded. We won a grant to hold an International Assembly on Design (April 2003), and opened a Center for Joint Projects with a Korean company Dong Hwan, Inc.”

- New Policies and Regulations, IC programs (Indicator #3)

An impact assessment report about in-country technical training, Introduction of ISO 14000 Standards as a Market Tool of Environmental Management in Russia (PTP#118-US02-001), was finalized by AED in October 2002 as scheduled. The program produced solid results on the policy level. A new draft concept of a national accreditation and certification system has been developed and placed on the Internet for public discussion. A number of regulations were developed for the federal and Moscow governments to promote industry compliance with international standards.

A joint Action Plan adopted by training participants is being gradually implemented with the support of regional and federal authorities. In the course of this program evaluation, a remarkable synergy from current and past training interventions was discovered, whereby the participants and trainers from this and earlier programs and from various institutions cooperate on many projects and are actually leading the process of EMS promotion in Russia.

Examples of participant cooperation include:

- The trainers and trainees are participating in policy dialogue through a newly created Gosstandard Environmental Standards Expert Committee;
 - Participants are engaged in the development of a business plan for the Tomsk Regional Certification Center;
 - Trainees assist Ecoline, the training provider, in arranging new environmental training programs by offering expert services, volunteering their time, and providing site visit opportunities to their organizations;
 - Trainees consult with each other across regions and institutions on EMS systems and current legislation.
- Magnitude of Impact on Broader Community (Indicator #4)

Almost all participants were eager to share their new perceptions, skills, and knowledge with their peers and colleagues. In sum, 66 respondents delivered 103 presentations to over 1,838

participants in the groups evaluated (an average of 28 people trained per participant). For example:

1. Ms. Alexandrova from Nizhni Novgorod conducted eight seminars on HR management and marketing for about 100 trainees at her educational center, where she incorporated the materials from the Modern Managerial Practices course. In addition, she delivered a presentation on the art of personnel management to employees of the Federal Employment Department.
2. Ms. Polubessova of the Perm Public Organization for Entrepreneurs Support made the most spectacular dissemination effort among Volgograd event participants by delivering 6 presentations to over 300 colleagues from several non-profit and for-profit organizations, including the Perm Chapter of the Women Entrepreneurs Association of Russia, the “Vasilissa” Women’s Social and Business Center, the “Songra” Insurance Company, the “Tianshi” Chain Company, and, as an example of “training of trainers” impact, to a group of alumni at a similar USAID/AED event in Perm.

Twenty-five publications were produced as a result of training and experiences, including articles in local newspapers and on the Internet, a guidebook for managers, and methodological recommendations.

C. START Impact on Local Training Institutions

Practice has shown that local providers are increasing their capacity through the process of cooperation with USAID and AED and are mastering their skills in delivering short-term training. They tend to improve not only their proposals, but also the quality of programs and their overall training capabilities. A number of joint follow-up meetings were arranged with the providers, as needed, to discuss problems, results, and areas of improvement.

- **Ecoline/Moscow**

For Ecoline, one clear benefit of multi-year cooperation with USAID and AED was in gaining greater visibility and credibility with Russian environmentalists and international donors. In the summer of 2002, Ecoline was invited to join a Presidential Administration expert group to work on environmental aspects of national security. It was contracted to deliver a training course on Environmental Management Standards for Uzbekistan professionals under a World Bank project. Drawing upon experience accumulated through a series of USAID workshops and the Action Plans collectively developed by participants, Ecoline implemented a project “Support to the development of voluntary EMS certification system in Russia conforming to international standards.” The project was sponsored by the British Department for International Development within the framework of its small grants program (SEPS). Ecoline also maintains active alumni networks in 2002 and previous years and benefits from alumni talents and resources while organizing various initiatives and events.

- Partner Foundation/Moscow

The Partner Foundation delivered two Modern Managerial Practices programs, one in Ekaterinburg (April) and the second in Volgograd (June), as well as several other programs in the reporting period. According to survey results, the Volgograd event generated better participant feedback than the first session in Ekaterinburg. The training topics received a greater level of approval by the participants, and more methods found their way into actual organizational practices.

Although some of the reactions could be a matter of natural differences in participant personalities, AED believes that experience was also a factor that played a role in the greater success of the second event. According to Galina Negrustueva, Director of the Partner Foundation, the organization incorporated lessons learned as a result of the first training activity, including the expertise level of USAID participants, their needs, and how to better facilitate such a group. Also, they devoted more attention to the quality of facilities and living conditions during the events.

It should be also noted that, due to greater visibility within USAID, the Partner Foundation was contracted to deliver a series of USAID-sponsored workshops in Central Asia.

- Academy of Management and the Market (AMM)/Moscow

The Academy of Management and the Market has been a traditional partner for the participant training activity for several years. The program in Nizhni Novgorod, although successful overall, generated participant criticism as to the level of some of the instructors, outdated materials, and weaknesses in methodology. The provider was made aware of this feedback. Since then, it has made visible efforts to modernize their training approaches and increase the number of interactive tools, which resulted in the organization submitting a winning bid to conduct the Kaliningrad training activity.

According to trainee feedback, the Kaliningrad program participants were satisfied with the level of instruction and the quality of the program, in contrast to the opinions expressed by some of the Nizhni Novgorod participants. Moreover, the event promoted strong team building among the participants, and an initiative group was formed to register an alumni association to promote their interests as a group. (See more on this in the article attached: Kaliningrad Region Alumni Join Forces, Attachment 2).

Per AED/Moscow's recommendation, AMM assisted our colleagues in CAR and the Caucasus with training materials and expert advice on organizational management training.

- Financial House Educational Center/Moscow

The Financial House, which delivered two programs on Change Management in Novosibirsk and Kazan, noted that these types of training programs were new to the organization. This was the first time it had ever cooperated on a nonprofit activity sponsored by a government, as all of their previous programs targeted the business sector. The Financial House is proud of this new

experience and is using it in its own PR and marketing. Its director believes the experience is adding to their credibility and promotes their image as a flexible training institution capable of delivering very difficult programs for mixed audiences.

- Siberian Civic Initiatives Support Center/ Novosibirsk

SCISC is another new partner for AED which submitted an unsolicited proposal for the Policy Advocacy course. AED has included the organization in its roster and invited it to participate in another competition for the Public Initiatives program. The second competition was successful for SCISC, and it was contracted to deliver this multi-site course (five cities scheduled) beginning in April 2003. A meeting with SCISC Director was held in Moscow to agree on administrative processes and procedures. We plan to follow-up on SCISC's performance in the next semi-annual report.

D. Training Gap Analysis

The issue of identifying participant skill and competence needs has always been the focus of training evaluation. In a rapidly changing environment, the decision-makers have to know about and react to the new and changing needs of the target audiences.

During each evaluation activity (such as phone interviews, follow up questionnaires and e-mail surveys), AED continued to generate participant feedback on remaining training needs and on the kinds of training interventions that could assist trainees to deal with obstacles they encounter in their work. These findings, together with AED recommendations regarding post-training support needed, are summarized in ongoing reports to the Mission.

In brief, AED believes the following topics are of interest for potential implementation in alumni development activities:

- Methodological seminars for trainers and consultants, training tools and techniques (Ekaterinburg, Volgograd);
- Marketing-related topics, i.e. product promotion, image building, advertising, efficient communications, social marketing (Volgograd, Ekaterinburg, Yuzhno-Sakhalinsk, Nizhni Novgorod);
- Russian-American cooperation, i.e., how to promote investments and business cooperation (Nizhni Novgorod), motivate partners, form partnerships, organize joint projects (Yuzhno-Sakhalinsk), citizen's diplomacy (Volgograd); and
- Cross-sector cooperation, government/nonprofits, public/private partnership for social causes (Volgograd, Yuzhno-Sakhalinsk).

With regard to the content of the programs completed, each Modern Managerial Practices provider examined a different set of topics. Judging by participant responses, the following were the top three most useful topics in each of the programs:

- Yuzhno-Sakhalinsk (Vladivostok State University of Economics and Service)
 1. Efficient teamwork skills (86%);

2. Strategic management and strategic planning (79%); and
 3. Effective self-presentation skills (71%).
- Nizhni Novgorod (Academy of Management and Market)
 1. Strategic management and strategic planning (64%);
 2. Marketing and PR (55%); and
 3. Marketing research as a basis for organizational strategy selection (55%).
 - Ekaterinburg (Partner Foundation)
 1. Tools of analysis of organizational activities (83%);
 2. Change implementation strategies (62%); and
 3. Organizational strategy development (54%).
 - Volgograd (Partner Foundation)
 1. Tools of analysis of organizational activities (82%);
 2. Organizational strategy development (76%);
 3. Leadership in change management (53%)
 - Management by outcomes and motivation technologies (53%)
 - Learning organization concept and principles (53%)
 - Building professional networks and associations⁴ (53%)

One can see a striking commonality in all four groups' top choices, with "organizational strategy" being a key term. Although this indicates significant interest in this area, the topic rarely appears on participants' "wish" lists of follow-on training. Thousands of new organizations have been emerging in Russia for the past twelve years with little understanding of the science of organizational management. The START project is helping to bridge this gap.

For US programs, training needs include strategic planning, fundraising, teamwork (Crisis Intervention), basics of organizational management, i.e., financial aspects (Improving Access to Finance), sales and marketing, financial management (Broadcast Management), human resources. More specific professional/sector-specific needs can be found in the Impact Reports attached.

• Other Needs Signaled by the Participants

AED received several requests for guidance regarding possible grant sources, including Internet resources and methods to obtain grants. Some of the participants revealed certain misperceptions about the grant process, for example, thinking that connections or the backing of a Western partner are needed to obtain donor support. The participants were directed to the US Embassy Democracy Commission grants programs and other resources.

E. Evaluation Tools and Reports Refinement

• Evaluation Questionnaires

⁴ All four topics were rated equally.

The original evaluation questionnaires for alumni of both US and in-country programs were modified in the beginning of 2003 in order to better focus them on the kind of outcomes that are expected under the START activity and extract the right kind of information from the participants.

Specifically, the question about benefits to participant organizations was expanded with two sub-questions about new clients and new services (previously participants were prompted to reflect new clients and services among other benefits but not in a separate question). The question about networking with US colleagues and organizations was re-framed to solicit the information only about the new contacts and contracts initiated after the training. In the original version of the questionnaire this point was formulated rather broadly, which made participants bring up all of their older contacts and not just the ones that could be attributed to the effects of the training. In addition, more examples were provided in the brackets on possible kinds of contacts, i.e., formalized or informal contracts, partnerships, agreements, joint seminars, correspondence etc. In the question about publications, a request was added for the participants to provide AED with copies of their articles and other published materials, whenever possible.

These modifications will help to generate more precise data on the sets of indicators proposed by USAID to track START activity results. It should be noted that while the majority of the respondents are very cooperative, occasionally some of the participants would not reveal the existence of publications, either because they did not have copies or the time to send them.

- Impact Evaluation Reports

The format of the Impact Evaluation Report was also revised to realign it in accordance with the Proposed Indicators of START activity. Reports now comprise separate paragraphs reflecting group progress in formal/informal networking, and new clients/new services. Summaries of quantifiable results are provided on the front page for ease of reference.

- Indicators Table

A new reporting format, the START Indicators Table, was designed at the CTO's request to serve as a quick reference to all quantifiable impact data accumulated by each particular indicator. This provides a useful summary of all impact reports' group results in a single table.

The report is based on the indicators for tracking results of the START activity proposed by the Mission. It is being updated on a periodic basis when the new data becomes available from impact evaluations.

- Impact Evaluation Database

AED maintains an ACCESS Impact Evaluation Database as a repository of information obtained from the participants with a particular emphasis on the Proposed Indicators for tracking the results of START activity. Along with other tools and instruments, it is being constantly modified to better serve the goals of the evaluation activity. The database will be useful in

assessing evidence of training impact and generating ad-hoc cross-program reports. The database allows printing out summary tables on select indicators, e.g., lists of training benefits, new services, American-Russian networks, etc.

F. Training Request Development

A draft Training Request for the “Tools and Techniques for Continuing Education” program was developed at the CTO’s request. This was a new practice for AED that builds on our previous involvement with the elaboration of universal/cross-cutting topics in August-September 2002, when the ideas for this program were first conceptualized and discussed with the Activity Managers. The main purpose of this training course is to strengthen local trainers’ capacity across all the SO areas, one of the Contract’s goals.

The draft was used as a basis for the actual training request that AED has recently received for implementation under the final title “Modern Tools and Techniques in Short-Term Training Programs.” The training was initially designed as a US-based course, but was eventually transformed by the Mission into a series of IC programs in five cities to be performed in the second half of 2003.

G. Evaluation Team

Impact assessment has been an increasingly collaborative effort for the Moscow staff. The evaluation team has expanded to include practically all of the staff. The tasks performed include gathering information, revising questionnaires, e-mailing surveys, conducting follow-up calls and phone interviews, working with the providers on monitoring surveys, documenting the results, and entering information into the database.

H. Participation in Professional Networking and Coordination Events

➤ USAID Alumni Development Working Group and USAID/DIHR Democracy Round Table.

As usual, at these monthly meetings, AED shared START news and issues of general interest with the Activity Managers and the community of USAID implementing partners, as well as problems encountered while processing participants for US-based programs.

➤ Exhibitions on Training 2002-2003, Moscow

As a result of AED representatives attendance of the semi-annual Exhibitions of Training Providers at the Radisson-Slavyanskaya hotel in September 2002 and February 2003, AED was able to expand not only its database with more in-country providers, but also encourage a few to participate in the bidding process. In the reporting period, a number of proposals were received from two new organizations – the Financial House Training Center and the Training Line. The former has successfully delivered two Modern Practices in Change Management workshops in Novosibirsk and Kazan.

It should be noted that the exhibitions left us under the impression that the training services market is flourishing, but that existing providers are mostly targeting business organizations. There are not many programs on the market NGOs can afford without external support.

- Conference on Educational Programs and Technologies in the Nonprofit Sector organized by Intertraining and OSI, February 21-22, 2003, Moscow

New organizational contacts were made to expand the AED database with organizations experienced in public initiatives/public campaign training;

A useful sharing of experiences took place at the focus group that discussed the impact of educational programs on the efficiency of third-sector organizations. Conference participants, including trainers, resource center staff, and educators, provided insight into their training experiences and on the general state of the nonprofit sector. The discussions revealed a rather disturbing and paradoxical picture. With regards to NGO training activities, the following findings/opinions were expressed by participants:

- no one is doing systemic follow up assessments of training results;
- donors do not determine what kind of outcomes they expect from the training that they order;
- donors do not provide funds for training evaluation;
- an open sharing of training experiences at the workplace is often poorly perceived due to colleagues' jealousy or even ostracism;
- trainers are ignorant or pessimistic regarding the impact of their training interventions;
- trainees do not know what they want, are not motivated and take training for granted;
- training is a "brain surgery that destroys our clients";
- outdated training programs are currently replicated, although there is no demand for them;
- there is no investment into new programs development;
- donors should invest not in the programs, but in the development of new training approaches and technologies.

With regards to the current situation of the nonprofit sector, the following observations were made:

- approximately 60% of registered NGOs are not functioning;
- there is a real risk of the marginalization of the third sector;
- the overall environment is prohibitive for the development of nonprofit organizations due to tax legislation that does not contain incentives to work in practice;
- many NGOs are "dwarf" organizations with no future;
- twelve years after the beginning of the transition, many citizens think that the "third sector" stands for the black economy, while municipal officials do not know the definition of an NGO.

In view of the above at least two conclusions can be made. First, the non-profit sector has been apparently less advanced in terms of the investment in, rationale for, and quality of training, as compared to the for-profit sector. Second, USAID and AED Participant Training appears to be a

rare exception among many other training activities in that it contains defined goals, anticipated results, and measurable impacts.

- USAID Gender Integration Training for Implementing Partners, Susan Somach, October 2002

The gender integration training attended by the AED COP and TDS was helpful in getting a better understanding of how gender is integrated into the planning of development activities and how gender mainstreaming works in practical terms. As a result AED made corrections in the database to segregate data by gender and watch for patterns, and also introduced some elements of gender analysis into one of its recent impact reports (Improving Access to Finance).

I. PR and Communications

- EGAT

An article was placed on the USAID/EGAT website to highlight the results of the Kaliningrad event on Modern Practices in Change Management (<http://www.eetraining.net/news-alumninetworking.htm>).

- SNIS

A brief report about Participant Training activity was prepared in December for the State Department office overseeing NIS (SNIS).

- Request for Proposals (RfPs) for START Training Events on the AED website

AED continues the practice of posting all RfPs and other relevant information on its website. Because of this policy, AED/Moscow received an unsolicited proposal for the Policy Advocacy program from the Siberian Civic Initiatives Support Center (SCISC) based in Novosibirsk. Although their first proposal was not successful, SCISC received an award for funding for the Public Initiatives program to begin in April 2003.

- ***In-country Proposal Development Guidelines Translation***

To avoid misunderstanding and wrong interpretation, AED/Moscow completed the translation of the Proposal Development Guidelines into Russian and added it to the providers' package. This document will help new local providers better understand PT policies and procedures.

IV. Training Activities

Following is a description and a brief summary of the implemented training activities.

A. Training Programs

| SO | Program Name | Male | Female | Total | Venue | Training Provider |
|-------------------------------|--|------|--------|-------|-------|--------------------|
| 4.1 Special Initiatives | Modern Practices in Change Management/Perm | 17 | 14 | 31 | IC | Partner Foundation |
| 4.1 | Modern Practices in Change | 29 | 18 | 47 | IC | Training Center |

| | | | | | | |
|-------------------------|---|----|----|----|----|--------------------------------------|
| Special Initiatives | Management/Novosibirsk | | | | | “Finance House” |
| 4.1 Special Initiatives | Modern Practices in Change Management/Kaliningrad | 25 | 17 | 42 | IC | Academy of Management and the Market |
| 4.1 Special Initiatives | Modern Practices in Change Management/Kazan | 23 | 25 | 48 | IC | Training Center “Finance House” |

B. Highlights From Training Programs:

1. Modern Practices in Change Management

Provider: Partner Foundation

PEP#118-IC02-008

October 31 – November 2, 2002

Perm, Russia

The Perm region alumni of US Government sponsored programs were invited to participate in this highly interactive training event. The aim of the workshop was to expose the participants to the basic concepts and definitions of change management as well as to the advanced tools and techniques for organizational change. At the same time, the participants were able to enhance their professional linkages, as well as discuss existing resources and advantages of collaborative efforts. The workshop provided the participants with analytical skills and practical knowledge on how to formulate change goals and approach such problems as a lack of funds, negative community attitude, interaction of leader and staff during change, and a lack of personnel motivation.

Presentations of local NGOs representatives (the Center for Political and Informational Technologies, the Ural Center for NGO Support, and the Non-Profit Partnership “Vassilisa”) and informal meetings with trainers, speakers, and peers furnished the alumni with practical public relations strategies for promoting organizational change, ways of collaboration for solving local problems, and tactics of interaction with the government, legislators and mass media. As a result of the workshop, the participants drafted action plans for implementing changes in their organizations.

An evaluation of the workshop outcomes conducted by the training provider two months after the workshop indicated that most of the participants continue to maintain professional and personal contacts, communicate via the Internet, and plan to organize joint projects or conduct joint activities.

Examples of the program’s impact include:

1. With the assistance of students-volunteers, Natalia Pereverzeva, Chairperson of the Perm Charitable Institution “Hospice,” has developed methodological guidelines for social workers for approximately 30 hospices throughout Russia. According to Ms. Pereverzeva, both the training materials of the workshop and her newly acquired theoretical and practical knowledge served as good resources of information when working on the guidelines.

2. Olga Pavlova and Ekaterina Zhikhareva organized an Anti-Violence Committee in December of 2002. The committee serves as a center for public awareness and public advocacy in the field of legislative support. A few representatives of the Ministry of Internal Affairs assist the committee in its activities in complicated cases of domestic violence.
3. Maxim Plaksin conducted an educational seminar for the employees of Perm State Library. He is working on the idea of a regional competition of social and cultural projects using his draft action plan.
4. Marina Kropotina and Olga Pavlova are collaborating with the aim to open an educational center for NGO leaders' support. At the moment they are looking for sponsors, and AED has advised the participants to apply to the US Embassy Democracy Commission Small Grants program for sponsoring support.
5. Tatiana Permyakova and Elena Mitchenkova have developed a joint course of lectures on "Change Management" for students at Perm State University.

2. Modern Practices in Change Management

Provider: Training Center "Financial House"

PTP#118-IC02-009

December 13 – 15, 2002

Novosibirsk, Russia

This workshop enhanced professional and personal ties between alumni of different USG training programs of the Novosibirsk region and improved the participants' abilities to promote their innovative ideas and apply modern managerial practices. Through various training activities, including team work and individual consultations, the participants were trained in:

1. identifying a problem field in change management;
2. the classification and definition of organizational change;
3. the role of public relations in promoting change;
4. involving personnel in change processes;
5. the means of establishing partner relations with local authorities; and
6. negotiation skills for maintaining positive change.

Based on the project ideas developed during training in the US and at this workshop, the participants developed individual action plans. The participants developed a better understanding of the value of alumni networking and identified local NGOs (the Association of Youth Initiatives, Business Incubators, and the Business Club of Graduates) as potential resource centers for setting up networking organization.

Within two months after the workshop took place, 14 participants had conducted seminars; 24 participants had made presentations to their colleagues; three participants had given interviews; and two participants had published articles in the local press. Twenty-five participants had

involved their co-workers in the development of plans for change to implement in their organizations.

For example, Mr. Alexeev, a senior researcher at the Institute of Economy and Organization of Industrial Production, Siberian Branch of the Russian Academy of Sciences, conducted a training seminar for high level officials of the institute utilizing training materials, tools, and methodologies of the USAID-sponsored workshop. The seminar consisted of three sessions followed by a test. In addition, Mr. Alexeev developed a questionnaire and organized informal evaluations to identify the areas for organizational change. As a result of these activities, a change management plan was developed for the Institute to increase its efficiency and better compete on the market.

Another participant, Mr. Chulinin, reported on the contents and results of the program to his colleagues from the Public Relations Departments of the city and regional administration. He was a speaker at a number of seminars and round tables of civic associations on the issues of upgrading their professionalism and establishing a productive relationship with the local authorities. While working on his speeches, Mr. Chulinin made use of the training materials and knowledge received at the USAID-sponsored workshop. In addition, he participated in the broadcast “Open Studio” of a local radio station, during which the possibilities of the NGOs’ participation in the Municipal Grants programs were also discussed.

3. Modern Practices in Change Management

Provider: Academy of Management and the Market

PTP#118-IC02-010

December 14 – 16, 2002

Kaliningrad, Russia

To support the alumni of various US Government programs of the Kaliningrad region, USAID initiated a three-day training program entitled “Modern Practices in Change Management.” The training took place in Kaliningrad in December 2002. Such workshops are an important part of the long-term US Government effort to support the alumni of US-based training programs and develop the capacity of alumni organizations.

The training program addressed the current problems of the alumni of the USG-sponsored trainings. One of the prime goals of the training was to enhance professional linkages between alumni of the Kaliningrad region. The program was designed to create the necessary preconditions for establishing an alumni network and help the alumni understand the role, purpose, and functions of networking organizations. Another goal of the training was to assist the participants with promoting innovative ideas in their organizational environment, refresh and apply their leadership skills, and master new skills and knowledge developed via modern managerial science.

The team projects developed by the participants during small group sessions (“Strategy, Goals, and a Plan for Implementing Changes at “Klipper-Real Estate” and a Plan for Social and Economic Development of Kaliningrad) were aimed at facilitating the continued application of newly learned practices and sharing of knowledge with the participants’ co-workers.

The participants, representing a broad spectrum of organizations from the government, private, and non-commercial sectors indicated a high level of satisfaction with the program.

In a telephone interview, Olga Novosad, a trainer with the Academy of State Service, remarked that she had revised her lectures on psychology and management based on the training materials and newly acquired knowledge she received at the workshop and made them more focused on practical approaches and case studies.

Vladimir Kuzin, a consultant with the Kaliningrad Region Duma, along with a few other former participants, continued to keep in touch with one of the workshop trainers, Mr. Lunev, and invited him to Kaliningrad for consultations. Mr. Kuzin has incorporated some of Mr. Lunev's ideas, such as business games and teamwork in small group methodology, into his own training activities. Mr. Kuzin conducted a seminar (deputy hearings) for some consultant groups in Kaliningrad. The idea of creating a network of consulting groups is currently being discussed.

The activities related to alumni networking in this training inspired the participants to create an alumni association. Two months after the completion of the workshop, "The Association of Kaliningrad Alumni of USG-sponsored Training, Cultural and Professional Programs" was founded and registered as a formal organization in Kaliningrad. Among the goals of the association are to:

- Promote the concepts of social stability, economic transformation, democratic liberties, and human rights and freedoms;
- Develop a system of legal and civic control on business structures, governmental bodies and self-government institutions;
- Provide public support to citizens interested in the adoption of consistent market reforms aimed to improve the living standards of society;
- Establish an information and business forum and to implement public development projects; and
- Build a constructive dialogue between the government and municipal institutions, businesses and non-profit organizations.

The new association will contribute to the ongoing process of democratic and economic transition within the Kaliningrad region.

4. Modern Practices in Change Management

Provider: Training Center "Financial House"

PTP#118-IC02-011

January 17-19, 2003

Kazan, Russia

This training event was aimed at providing the alumni of different USG donors programs from the Kazan region with advanced knowledge of modern managerial science; to strengthen the capacity of alumni organizations; and to identify existing resources and funding for such organizations. The participants represented the government and the NGO and business sectors.

The program was focused on practical skills for promoting changes in the organizations and developing participants' action plans. Activities such as mini-lectures ("Structure and Methods of Planning Changes," brainstorming, business games ("Regional Partnership in Real Market Conditions"), case studies ("Computerization of a Library") and practical exercises ("NASA Exercise: Making the Only Right Decision"), an educational video ("Experience of Planning and Implementing Changes in World Leading companies") and psychological training ("Resistance to the Process of Change") allowed the participants to master such skills as communication, analytical thinking, decision-making, team-building, leadership and project development. The participants were exposed to the best practices and approaches to such problems as fundraising, formulating change goals, personnel motivation for change, and reorganization of a company. The round-table "Regional Field of Interaction: Local Resources" allowed the participants to determine a range of problems and interests for which the network could serve as a source of support for its members.

The interactive exercise "Marketing New Ideas: Public Relations in Introducing Changes," served as the basis for developing the alumni's projects and helped them to present twenty-one plans at the Fair of Projects at the end of the workshop. Some examples include:

- Intervention of New Forms of SME Support;
- Expanding Activities for Public-Oriented Education;
- Effective Partnership Between NGOs and Government; and
- Increasing a Newspaper Popularity Rating in the Local Mass-Media.

After completing the program the majority of the participants mentioned the effectiveness of the role-play "Regional Partnership in Real Market Conditions" that helped them realize the need to work jointly on developing the regional market and coordinate ways of interaction with federal and regional authorities.

The following activities and plans of the participants can serve as good examples of the workshop impact:

1. Yana Yasnitskaya conducted seminars for the Kazan directors of Secondary schools, where she presented the topic "Modern Tools in Change Management."
2. Tatiana Tregubova worked on a series of presentations on the democratization of management based on the materials received at the workshop. These presentations will be an integral part of the educational program for adults at the local employment center.
3. Sergey Osipov and Petr Aivenov from Cheboksary are in the process of registering a local alumni club. The goals of the club will be to promote alumni communication and collaboration, to arrange educational seminars for alumni, to share knowledge and skills received during US- based training programs, and to assist professional growth of the alumni.
4. Victoria Tuktasheva and Oxana Voznyak (Cheboksary) plan to open an informational center for youth and look for an appropriate site for the premises. The purpose of this center will be to provide young people with computer and Internet skills and information in the field of law and politics.

C. Success Stories

Success Stories

The following Success Stories and articles have been developed to document results under START:

- Association of Kaliningrad Alumni
Modern Practices in Change Management
PTP#118-IC02-010

- Tatarinova, Galina,
Towards Good Governance: Promoting Transparency and Accountability in Local Public Finance
PTP#118-US02-005

- Ziablova, Svetlana
Towards Good Governance: Promoting Transparency and Accountability in Local Public Finance
PTP#118-US02-005

D. Cost Containment

Continuing the policy requested by the Mission, AED has released RfPs with no training program ceilings listed. During the reporting period AED has negotiated costs with training providers and requested Best and Final Offers (BAFOs) where appropriate. As in the past, AED continues the policy of reviewing provider budgets carefully to ensure reasonable program costs and has successfully negotiated to reduce costs for a number of programs.

After the completion of Year 1 of the project, AED reviewed the costs for all FY 02 programs to determine the effect of bidding programs without a ceiling. AED submitted a memorandum to the Mission in March 2003 which was slightly revised following the Mission's recommendation of calculating the IC per participant costs.

For US programs, our analysis revealed that the average price per participant per week (PPW) cost of \$1,687.59 was slightly higher than the targeted amount of \$1,450-1,600 set by the Mission. As AED previously noted, this occurred largely because some planned participants did not take part on several programs. If the intended number of participants had actually completed their training, the average PPW costs would have been \$1,572.91, a figure within the acceptable range.

For IC programs, the average price per participant did not exceed the previously agreed targets. However, the actual per participant cost of a few IC programs from Year 1 were slightly higher due to the fact that fewer participants took part in the programs than had been originally planned.

As AED has recommended previously, the number of planned participants for future IC programs should be limited to 30 participants to enable training providers to provide both thorough training and individual attention to all participants during the program.

E. Minority Institution (MI) Usage

Due to the lack of any competitively procured US programs during the reporting period, there were no MI providers solicited during this time period.

F. Gender

A total of 168 participants took part in four training programs during this period. Of these, 74 were women. This is a rate of 44% participation by women, which is slightly under the Mission's target of 50% participation.

G. Non-Returnee Listing

There were no non-returnees to report during the reporting period.

V. IMPLEMENTATION PROBLEMS/PROPOSED SOLUTIONS

Administration Issues

1. Changes in visa processing system

In response to the conversion to the new visa monitoring system, Student and Exchange Visitor Information System (SEVIS), on February 15, 2003, AED updated its systems and procedures to comply with the new regulations. For example, AED has updated its Operations Manual to conform with the new J-1 visa issuing process and security measures. AED also forwarded information letters about the change in both December 2002 and January 2003 to all USAID partners and organizations with which AED works on a FFS basis.

While there have been some technical problems associated with the conversion to the new system, AED remains strongly committed to working closely with devIS and the Mission to iron out any difficulties and develop a smooth and reliable system to obtain visas for the participants safely and securely.

2. Financial reporting

In November 2002, the Mission conducted a financial review of the AED/Moscow office. In response to the Mission's recommendation in the financial review, AED has changed the format of the Quarterly Financial Report to make it more transparent and easier to follow.

USAID Central Asia Regional Training Program

START Project, CAR Task Order

Contract Number: OUT-EEE-I-800-01-00010-00
USAID/CAR/PS

QUARTERLY REPORT

For the Period January 3, 2003 – April 2, 2003

Submitted to

Rabiga Baytokova, Project Management Specialist
USAID/CAR/PS

Date Submitted: April 24, 2003

Submitted by

Larry Held, Regional Training Director
Academy for Educational Development
55/57 Zhambyl Street, Office 1
Almaty, Kazakhstan 480091

Telephone: (3272) 50-37-23
Fax: (3272) 50-78-25
E-mail: lheld@aedcar.org

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I. Training Programs

AED training staff arranged and managed 32 different START training programs during the reporting period. These included 1 U.S.-based, 21 in-country, and 10 third-country programs. The total number of individuals who attended the training events was 1,356 (see statistics in Appendix I for details). The sections below outline the START trainings conducted this quarter. For full descriptions of programs that ended in January or February, please consult the appropriate Monthly Training Activities Report.

SO 1.2

REGIONAL

1. Medium-Term Budget Framework and Modern Budget Practices (115IC02060, 115TC02046)

USAID Fiscal Reform Project (BearingPoint)

March 26-28, 2003; Almaty, Kazakhstan

Participants: 32 KZ, 6 KG

This was a three-day regional training program conducted by the USAID Fiscal Reform Project (Bearing Point) and AED/CAR. The goal of the program was to train key specialists of the Ministry of Finance (MOF) on a medium-term budget framework in order to improve the budget process and outcomes in the Kyrgyz republic and Kazakhstan.

The seminar focused on the three stages of the budget cycle – budget planning and development, budget execution, and budget review and evaluation. Key themes covered the issues of improving the efficiency and effectiveness of government programs, improving accountability, and strengthening budget transparency. The program consisted of presentations and workshops by foreign advisors, local project economists, and staff from the Ministries of Finance, Economy, and Budget Planning. Specific topics included developing government priorities; using multi-year budget estimates; measuring and managing agency performance using program budgeting; methods of program evaluation; the role of parliament in budget review; overview of performance auditing; and the practical implications of the proposed budget codes being developed in both Kazakhstan and Kyrgyzstan. It is expected that participants will utilize the new skills and knowledge to improve the efficiency and effectiveness of the budget process using a medium term budget framework.

KAZAKHSTAN

2. OECD Series 2002: Taxation and Electronic Commerce (115TC02055)

Provider: OECD Tax Center

January 27-31, 2003; Ankara, Turkey

Participants: 3 KZ

The Organization for Economic Cooperation and Development (OECD) provided this five-day off-the-shelf training for senior policymakers and administrators involved in direct or indirect tax policy and tax administration. The purpose of this workshop was to examine tax treatment and tax avoidance techniques and train participants in specific techniques that are widely used in market economies.

Participants have submitted exit questionnaires. In addition, 2 of the 3 participants submitted the required post-training reports to AED/CAR within fifteen days of the program's completion.

SO 1.3

REGIONAL

3. First Kazakhstan Conference on Credit Bureau (115IC02061/115TC02029)

Provider: Pragma Corporation. Financial Sector Initiative

January 29-31, 2003; Almaty, Kazakhstan

Participants: 83 KZ, 2 KG, 3 TJ, 3 UZ

This conference was organized as part of the recently signed Kazakhstan-American Business Development Partnership, also referred to as the Houston Initiative. The U.S. Agency for International Development, the National Bank of Kazakhstan, and the Association of Financiers hosted this three-day conference in Almaty. The conference offered an opportunity for leading experts in the field, Central Asian executives, central bankers, and government officials to discuss the role of credit bureaus in increasing access to financing, improving portfolio monitoring, and accelerating economic development.

The Pragma Corporation/FSI plans to follow up with participants to assist in the creation of credit bureaus in Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan. According to the chairman of the “Bank of Asia,” participation in the program served as impetus for establishing an Association of the Financial Credit Organizations/Credit Information Center (AFCO/CIC), which was established and officially registered on March 17, 2003.

KYRGYZ REPUBLIC

4. CO: National Grants for Higher Education, Problems, and the Future (115IC02928)

Provider: American Councils for International Education (ACCELS)

February 14-15, 2003; Issyk-Kul, Kyrgyz Republic

Participants: 44 KG

According to the training provider’s final report, the roundtable was a success as it provided an opportunity to put important issues on the table and gave participants a chance to have their concerns heard by the Minister of Education and Culture and the ACCELS team.

Follow-up interviews with some of the regional participants indicated the importance of the roundtable for them as it provided an opportunity to discuss not only the preparation for the 2nd National Merit Based Scholarship Test, but also other issues relating to their job. The head of the Jalal-Abad oblast education department notified AED/KG that student registration for the upcoming test has started. He was happy to emphasize that he feels the process is better organized this year.

Director of the Karakol secondary school # 11, Osmonalieva Guliza reported that a registration center was established and started working in her school on March 31, 2003. One of the school employees received ACCELS’ training in Bishkek in late March where she along with other “registrators” was instructed on how to track students in their respective registration centers. According to Ms. Osmonalieva, five hundred graduates will compete for scholarships in her school. To date around 50 students from various schools have been registered in their center.

TURKMENISTAN

5. Economic and Legislative Basis for Private Enterprise Development (115IC02935)

Provider: Union of Entrepreneurs and Tenants of Turkmenistan

Dates: March 4-6, 2003; Turkmenabat, Lebap velayat, Turkmenistan

Participants: 25 TK

The main goal of the program was to educate farmers on legislative acts related to the development of private business in agriculture. The three-day seminar included presentations on business planning, lease, marketing, insurance, credit, and relations between entrepreneurs, banks and tax structures. The trainers were specialists from the Ministry of Agriculture, a bank credit department specialist, a lawyer, a professor from a Turkmen State University, and a certified business planning trainer.

Participants were provided with copies of the legislative acts being discussed. Training included business games, lectures, and discussions. The highlight of the program was a question-and-answer session with the khykimlik representatives. The participants indicated discrepancies in the laws and legislative acts of Turkmenistan and recommended refinements.

As a result of this program, the participants learned how to prepare a business plan, how to make contractual lease documents, bank deposit and loan procedures, and many other useful issues related to developing a private business.

6. Soybean Planning Results (115IC02938)

Provider: Winrock International/Agriconsulting service “Amanid”

Dates: March 27-28, 2003; Ashgabat, Turkmenistan

Participants: 37 TK

This training event was designed to improve and increase soybean production in Turkmenistan by strengthening the existing agricultural associations and international organizations. Additionally, it helped farmers and entrepreneurs understand how private-public partnership is good for agricultural development and the economy.

Participants discussed soybean industry problems in Turkmenistan. Soybean growers also discussed how to expand production of soy and estimated the supply and demand for seed and soybean products for the coming year.

TAJIKISTAN

7. ICI: Certified Accounting Practitioner (CAP) Certification in Tajikistan (115IC02936)

Provider: Enterprise Development Project, Pragma Corporation/Tajikistan

February 19, 2003; Dushanbe, Tajikistan

February 20, 2003; Khujand, Tajikistan

Participants: 85 TJ

This activity was an in-country initiative program, primarily initiated by the Enterprise Development Project, Pragma Corporation, as a “Certificate Presentation Ceremony” to award “Certified Accounting Practitioner” (CAP) certificates to those individuals in Tajikistan who have recently completed examinations of the CIPA-EN network and are now deemed qualified as CAP’s.

The expected results from these activities include an increased awareness among the general business community of accounting reform education and the certification program currently underway in Tajikistan and the Central Asia region. Eventually this will result in an increase in the number of both Certified Accounting Practitioners and Certified International Professional Accountants working in enterprises throughout Tajikistan, which should lead to a high degree of transparency and harmonization of accounting principles and practices among enterprises in Tajikistan.

8. Principles of Commercial Law Legislative Drafting (115TC02056)

Provider: ARD/Checchi Legal Infrastructure for a Market Economy

February 24-28, 2003; Bremen, Germany

Participants: 7 TJ

The purpose of this program was to expose a group of Tajik legislators (“working group”) currently involved in drafting the law “On Joint Stock Companies” to the methods and techniques utilized to draft quality legislation. It is expected that participants will incorporate the program suggestions and ideas in the final piece of legislation “On Joint Stock Companies” (JSC) of Tajikistan.

Currently, the participants together with ARD/Checchi are working on a revision of the JSC law. ARD/Checchi and the participant group are working to implement international experts’ recommendations from the training. ARD/Checchi also organized a roundtable on April 10-13, 2003, in Varzob, to discuss which of the recommendations should be included into the law.

9. Microfinance Legislation Training for Tajik Officials (115TC02065)

International Finance Corporation/USAID Microfinance Legislation Development Project (MLDP)

March 29 - 30, 2003; Almaty, Kazakhstan

Participants: 12 TJ

The major objective of this workshop was to bring together participants including the drafters of Tajikistan microfinance legislation, key government officials, and microfinance practitioners to discuss and comment on the new law being drafted by the USAID-funded Microfinance Legislation Development Project (MLDP).

By the end of the program, trainees were able to:

- Understand basic aspects of MLDP drafted law
- Concur on structure and goals of draft legislation
- Provide input and feedback on the draft legislation
- Improve their understanding of the regulation of microfinance institutions in drafting legal acts
- Be prepared to support, defend, and lobby for the speedy adoption of microfinance legislation for Tajikistan

The training consisted of a two day intensive educational program, which focused on the structure, intent, and logic of the proposed draft microfinance law. It also allowed for open discussion to elicit ideas, feedback, and other commentary for improvement of the draft law before submission to parliament for review and eventual adoption. The study method included presentations, case studies, open discussions, and Q&A sessions.

The expected result will be the development and subsequent passage of suitable legislation, tentatively scheduled for the end of November 2003, which would lead to an increased number of microfinance institutions in the region. It will give donors and international investors the legal framework to support increased investment in the sector. It is also expected that a coalition of stakeholders would be created that would lobby for speedy adoption of microfinance law.

SO 1.6

REGIONAL

10. Operational Hydrological Forecasting for National Hydromet services (115US02005)

Provider: Global Education Services (GES)

February 15-28, 2003; Washington, DC; Boulder, Colorado; Seattle, Washington; Portland, Oregon

Participants: 2 KZ, 2 KG, 2 TJ, 2 TK, 4 UZ

The overall purpose of this study tour was to enhance the capacity of national hydro-meteorological agencies in Central Asia to accurately forecast the regional runoff in the Aral Sea basin by exposing senior forecasters to U.S. experience in operational snowmelt and river flow forecasting.

Upon completion of the training program, the Head of the Hydrometeorology Forecasting Department of the Kyrgyz Hydrometeorology Center and a senior specialist from the department shared the knowledge and skills gained during the training with their colleagues. According to the participants, their department began using new methods for snowmelt forecasting in their work. In order to check the applicability of these new methods, they plan to finalize the annual snowmelt forecast for 2001 by the end of June 2003. This forecast will be compared to the actual snowmelt statistics for 2001. The results of this research will help the center decide whether the western methods of snow melt forecasting are congenial for the Central Asian region. AED will continue to follow-up on the results of the forecast research.

SO 2.1

KAZAKHSTAN

11. Elimination of Inconsistencies and Development of NGO Legislation (115IC02068)

Provider: ICNL

January 30, 2003; Almaty, Kazakhstan

Participants: 42 KZ

ICNL provided this one day seminar for representatives of state government bodies (responsible ministries, Administration of the President, the Government), NGOs, mass media, parliamentarians, international experts, and representatives of donor organizations. Currently, a number of gaps and inconsistencies exist between the law "On Non-commercial Organizations" (the NCO law), the Civil Code, and other legislation that regulates NGOs. These inconsistencies hinder effective implementation of the NGO law. The purpose of this seminar for NGO representatives, ministerial representative, and academic lecturers was to focus their attention on the current inconsistencies in legislation regulating the NGO sector, and their effect on the implementation of NGO legislation, especially regarding the regulation of foundations and institutions.

Seminar participants have suggested several improvements to the legislation affecting the registration, activity, and taxation of non-commercial organizations. ICNL has collected these recommendations and compiled them into a series of letters with legal analysis of particular issues, suggestions on improvements, and justification for these suggestions. At the moment, the letters are being revised by ICNL's experts in Washington, DC. After the text is approved the letter will be circulated to all participants for the inclusion of their final suggestions, and will then be sent to all concerned governmental agencies.

KYRGYZ REPUBLIC

12. CO: Referendum Committee Training (115IC02927)

Provider: International Foundation for Election Systems
December 23-January 30, 2003; Bishkek, Kyrgyz Republic
Participants: 7 KG

In response to preparations to the referendum on constitutional changes held on February 2, 2003, and realizing that neither the Central Election Committee (CEC) nor Kyrgyz civil society was familiar with the concept of garnering public opinion on the proposed changes, IFES initiated the establishment of a referendum public committee. For the first time, eminent government and non-government representatives united to undertake a project to create a pro and cons leaflet outlining public arguments on the proposed constitutional changes.

According to the final report submitted by IFES on April 4, 2003, regardless of the strong government partisan lobbying for constitutional changes, the work of the Public Committee was necessary and useful. It was in part, thanks to the Committee's work that the public received information on the referendum goals and procedures, and had a chance to express its opinion on the proposed constitutional changes. Openness of the Committee members to reflect citizen feedback on the referendum without a bias helped many to make a conscious decision.

While IFES is not confident that future referendum activity will include a publication of a pros and cons leaflet, it is clear that this project set a precedent and a new standard for holding referenda in the republic. IFES is hopeful that with the staff of the CEC expressing approval for this limited effort, the CEC may be encouraged to take responsibility for provision of objective information to the public at referenda by making appropriate changes to the electoral code and by becoming a more impartial and independent organization.

13. Series of 5 seminars on NGO Taxation and Accounting – the last of the five (115IC02057)

International Center for Non-for-Profit Law (ICNL)
March 5-7, 2003; Bishkek, Kyrgyz Republic
Participants: 87 KG

ICNL and AED/KG conducted the last of a series of three-day, in-country trainings on NGO taxation and accounting on March 5-7, 2003. The seminar gathered twenty-nine NGO financial specialists and accountants from Naryn, Issyk-Kul, and Talas oblasts that were selected by a committee comprised of AED/KG, ICNL, and USAID/KCO/DM representatives out of sixty-four applications.

The training focused on such issues as NGO legislation, the tax code, and existing NGO tax privileges and responsibilities. It was conducted in the form of lectures with visual presentations, interactive discussions, and question-answer sessions. The trainers provided clarification on current taxation mechanisms, specific NGO tax benefits and privileges, and tax legislation compliance procedures. Overall, participants expressed their satisfaction with the training methodology, training materials, and their newly gained knowledge and skills.

14. ICI: Follow-up Workshop on the Civic Education Study Tour to Kiev (115IC02931)

International Foundation for Election Systems
March 14-15, 2003; Bishkek, Kyrgyz Republic
Participants: 21 KG

Upon returning from an April 2002 Civic Education study tour to Kiev, several Kyrgyz participants developed a draft civic education concept paper for submission to the Ministry of Education and Culture of the Kyrgyz Republic (MOEC) for inclusion into the state secondary education standard. This follow-up workshop was conducted for key players participating in the IFES civic education program. The workshop introduced them to the concept paper developed by the study tour program alumni and provided them with an opportunity to contribute.

As a result of the workshop, IFES expected the concept paper to be developed into a final document and introduced to the MOEC. However, discussions revealed that the proposed draft paper was one-sided and incomplete. Therefore, on the last day of the workshop, participants decided to set up four working groups that would continue to work on the paper cross-disciplinarily instead of submitting it to the MOEC. After each group develops its draft, the Institute of Education, the initiator of the civic education program in secondary schools in Bishkek, will combine the drafts into one concept paper and will then submit it to the MOEC for consideration and inclusion into the educational standard. AED will continue to follow-up on this program to collect updated information regarding when the concept paper is submitted to and adopted by the MOEC.

TAJIKISTAN

15. Tajikistan Newspaper Publishers' Program in Kazakhstan (115TC02067)

Internews/TJ and International Center for Journalists (ICFJ)

March 25-29, 2003; Almaty, Kazakhstan

Participants: 6 TJ

The program goal was to expose key representatives of the privately-owned press of Tajikistan to the policies and operations of experienced newspapers in Kazakhstan, with the overall aim of learning realistic and relevant ways of increasing the financial self-reliance of the private press in Tajikistan.

This was an experiential and observational study tour by Tajikistan's leading newspaper owners, publishers, and editors. It consisted of a series of appointments, tours, and discussions at key newspapers in Almaty. On the last day of the program the training provider worked with the participants on the development of their action plans.

The training provider will conduct on-site visits to the participating Tajikistan newspapers for follow-up and evaluation purposes. In addition, the training provider plans to conduct a management and revenue-earning seminar for newspaper managers in Dushanbe in the summer or fall of CY-03 as a follow-on activity that will build on the lessons learned from the Almaty program.

TURKMENISTAN

16. ICI: Public Relations in the System of Integrated Marketing Communications (115TC02502)

Provider: The Second Winter School on Public Relations at St. Petersburg State University

January 28 – February 6, 2003; Saint-Petersburg, Russian Federation

Participants: 2 TK

The Second Winter School on Public Relations at St. Petersburg State University provided this off-the-shelf course for scholars, educators, journalists, PR, and advertising professionals. The course aimed to increase the knowledge and distribute information on how public relations can influence modern civic, political, and individual rights, and domestic public issues.

After attending the training, the two participants conducted staff development training on negotiation

skills using information gained during the study tour. The public relations staff development training was conducted for staff representatives from AED/TK, EdNet, USAID, Pragma, ABA/CEELI, Abt, and Counterpart. The interactive training had a lively impression on the attendees and was reported to be very useful.

17. CO: Dissemination of Ecological Knowledge in Badkhyz State Reserve (115IC02930)

Provider: “Kulan” in collaboration with the Badkhyz State Reserve

Seminar: January 30, Follow- on field-trips: February 1-25; Serhetabad Etrap, Mary Velayat, Turkmenistan

Participants: 138 TK

The local ecological initiative group “Kulan” together with the Badkhyz State Reserve initiated this training for herdsmen, their families, heads of farmers’ unions and local Hyakimlik staff. The purpose of the training was to provide participants with the information, skills, and knowledge in integrated management of ecosystems.

The program helped to revive the eco-educational system and to change the attitude of local government towards civil initiatives for wilderness preservation.

UZBEKISTAN

18. NGO Taxation and Accounting (115IC02037)

Provider: ICNL

Session 1: November 19-20, 2002; Tashkent, Uzbekistan

Session 2: November 28-29, 2002; Nukus, Uzbekistan

Session 3: December 16-17, 2002; Namangan, Uzbekistan

Session 4: January 21-22, 2003; Samarkand, Uzbekistan

Session 5: February 7-8, 2003; Bukhara, Uzbekistan

Participants: 185 UZ

The USAID/CAR Training Program and ICNL conducted a series of seminars on NGO taxation and accounting. The overall goal of the training was to provide the participants with sufficient knowledge of tax privileges and new accounting standards with a focus on NGO specific issues.

USAID Regional Training Programs on tax reform, including this NGO Taxation and Accounting training, contributed to the recent publishing of the manual, *Taxation and Accounting in NGOs in Uzbekistan*. The book is the first product on NGO taxation in Central Asia and provides interpretation of all laws related to the issue along with practical guidelines for calculating NGO taxes. The manual will be distributed to all NGOs in Uzbekistan. This recent NGO taxation and accounting training series significantly contributed to the development of new NGO taxation strategies, which were then incorporated into the book.

19. Roundtable on Economic Activities in NGOs (115IC02075)

Provider: ICNL

February 24, 2003; Tashkent, Uzbekistan

Participants: 50 UZ

The overall goal of the training was to provide the participants with sufficient knowledge on legally permissible methods of fundraising and engage NGOs in economic activities. Officials from the Ministry of Economics and the Tax Committee of the Republic of Uzbekistan participated in the roundtable.

On March 10, 2003, the center organized a meeting between the director of the Tax Regional Department Law Division and representatives from 15 NGOs in the region. The meeting was dedicated to NGO taxation Q&A. At the end of the meeting, representatives from NGOs along with Mr. Dzhabarov, composed a letter to the Ministry of Finance of Uzbekistan where they asked the Ministry to exclude NGOs from the annual audit procedures enforced by law. They explained that due to poor funding of local NGOs it has become financially impossible for those NGOs to pay for the audit every year. The letter will be published in the local newspaper "Pravda Vostoka" next week. Ms. Sashina hopes that it will draw the Ministry's attention to the financial problems of NGOs.

20. ICI: Developing a Civil Society Through Social Partnership (115IC02919)

Provider: AED/Uzbekistan

March 13-14, 2003; Karshi, Uzbekistan

Participants: 4 UZ

The goal of the training event was to raise awareness of local governments, community, and NGO leaders in the Kashkadariya and Surkhandariya regions of Uzbekistan regarding civil society and social partnership. The conference presented ideas about the directions of civil society development, demonstrated how to show initiative in problem solving and united the efforts of international organizations in the region.

21. Community Development Training (115IC02073)

Provider: Eurasia Foundation

March 26-29, 2003; Tashkent, Uzbekistan

Participants: 20 UZ

This training activity expanded the concept of effective community mobilization as well as demonstrated applied information and techniques used by community development experts, such as CAIP, PCI, Mahalla Initiative, Eurasia Foundation, Counterpart Consortium, and others. The goal was to broaden the participants' understanding of community development as an approach to development, to increase their knowledge of the range of problems a community development process can address, and to increase their knowledge of the range of activities communities might undertake.

By the end of this three-day training workshop, participants were expected to:

- Discuss the guiding principles of community development in the context of addressing community problems
- Apply community assessment methodologies, such as Participatory Rural Appraisal (PRA) and Appreciative Inquiry
- Create a basic framework for community development project planning
- Identify a range of economic development initiatives in Uzbekistan
- Share and discuss experiences and networks among local and international NGOs
- Evaluate different methods of group participation and decision making for a range of situations
- Share strategies for local government relations
- Understand the importance of participation, information sharing and transparency in community development initiatives

It is expected that participants would return to their respective communities and resume their roles as members of the initiative group and leaders in their communities. The methodologies and lessons learned in the training will better equip them to identify community priorities and advocate for support from the local authorities.

SO 3.2

REGIONAL

22. Drug Information Study Tour to Moldova and Follow-Up Roundtable (115IC02066 and 115TC02050)

Provider: USAID/ZdravPlus

February 19-20, 2002; Almaty, Kazakhstan

Participants: 4 KZ, 2 KG, 1 TJ, 2 UZ

The main purpose of this follow-up roundtable was to evaluate the effect of the trip on the centers' activities, to review action plans formed during the tour, to determine future prospects and resource needs, and to work on formalizing networking between drug information centers, including a discussion on the formation of a Drug Information Center Association.

According to a Tajik participant's post-training report, pharmacy reform is a major sector included in Tajikistan Health Reform Conception and the creation of a Drug Information Center is a high priority in pharmacy reform development. The participant plans to use the new knowledge gained from the roundtable to establish a Drug Information Center in Dushanbe and then in other regions of Tajikistan.

In addition, two participants have started work on a strategy to develop a cadre of pharmacists in remote areas of the Kyrgyz Republic. According to the chief of the Bishkek Drug Information Center (DIC), the rural population lacks not only medical treatment but also drug information facilities. The Bishkek DIC is developing a training program for pharmacists in these rural areas to equip them with basic knowledge in pharmacology, and thereby provide better access to drug information for remote communities. AED/KG met with representatives from the Bishkek DIC to discuss funding opportunities for its training program.

23. CAR Infection Control Introductory Workshop (115TC02048)

American International Health Alliance (AIHA)

March 10-13, 2003; Almaty, Kazakhstan

Participants: 23 KZ, 8 KG, 5 TJ, 8 UZ

This was a four-day regional training program conducted by the American International Health Alliance (AIHA) and AED/CAR. The emphasis of the workshop was to share the Kazakh experience in implementing the Infection Control (IC) program with other Central Asian health ministerial representatives and epidemiologists, as well as learn about international expertise in this field. The program introduced participants to both theoretical and practical aspects and advantages of the Kazakh infection control system. The program consisted of the sharing of Kazakh practical experience and knowledge, discussions, questions and answers sessions, presentations, and briefings of other CAR participants. Participants reviewed and discussed ways of improving the quality and efficiency of health care services in CAR, both in out-patient and in-patient settings, by assisting the local ministries of health in developing national infection control programs based on internationally recognized principles and practice. The Deputy Ministers of Health of Kazakhstan, Kyrgyzstan, and Uzbekistan opened the workshop.

Participants are expected to use the acquired knowledge in implementing evidence-based infection control practices, and to advocate the initiation of systemic changes in their own country's health systems. In addition, participants will generate reports for their ministries about advantages and concrete steps for infection control implementation. Upon return to their home countries, participants are expected to organize meetings for supervisors, co-workers, and interested parties from the Ministry of Health in order to introduce

infection control programs and to collect feedback on the application of new infection control practices and knowledge. It is hoped that participants will work with their respective Ministry of Health to establish a new nationwide infection control program, which would ultimately reduce the occurrence of nosocomial infection.

24. Regional Workshop on Malaria Control and Prevention (115IC02076, 115TC02057)

Center for Disease Control and Prevention (CDC)

March 18-20, 2003; Bishkek, Kyrgyz Republic

Participants: 107 KG, 35 TJ, 4 TK, 26 UZ, 15 KZ

This conference was proposed by the Center for Disease Control and Prevention (CDC) and implemented by AED/CAR/KG and USAID in response to the emergence of malaria in the CAR region. Malaria, which was seemingly eradicated in the former Soviet Union, has long been one of the most dangerous infectious diseases and infects more than one million people worldwide every year. Since the early 1990s, the malaria situation in the CAR region has deteriorated considerably, owing to the continued crumbling of the health care system, economic instability, population movements to and from endemic areas, and poor water and irrigation systems. In the Kyrgyz Republic, malaria reached epidemic proportions in the summer 2002 when approximately 3000 cases were reported.

Around one hundred and fifty participants from the CAR region, international guests that included representatives from Merlin and WHO, trainers and lecturers from the Russian Federation, the United States, and Afghanistan were given an opportunity to refresh their knowledge and share expertise on the disease process, prevention strategies, treatment, and surveillance issues. Participants reviewed the current malaria situations and identified problems/constraints encountered in participating countries; analyzed and exchanged experiences with rolling back malaria; and discussed the guidance, strategies, and mechanisms for more effective roll back malaria sub-regional and country partnership actions.

Initial follow-up conversations with some of the Kyrgyz participants indicated the importance and timeliness of the program as summer approaches. According to the head of the Family Medicine Department of the Kyrgyz State Medical Academy, the conference provided her updated information on preventive and treatment measures of malaria. She is planning to include malaria into the Family Medical Department's educational program in order to equip medical students with the necessary knowledge and skills.

KYRGYZ REPUBLIC

25. Malaria Educational Workshop for FM trainers and Health Care Workers Followed by Monitoring and Follow-up in IMCI for FM trainers (115IC02088)

Provider: USAID Health Reform Project, ZdravPlus

March 24-28, 2003; Osh, Kyrgyz Republic

Participants: 17 KG

ZdravPlus proposed this training program in response to the malaria epidemic that has struck the Kyrgyz Republic in the last few years, and, according to a CDC report conducted at the request of WHO, will continue to grow in the near future. Twenty family medicine (FM) trainers and Health Care workers gathered to learn about malaria prevention, treatment measures and to better prepare to tackle the epidemic in the summer of 2003.

A Merlin trainer from Tajikistan was invited to share his experience in curbing malaria and provided Kyrgyz doctors with the latest information in this field. Some of the specific training objectives were to introduce the FM trainers to the most effective modern treatment options for infected patients and to

enable them to educate their communities in maintaining healthy environment by preventing vector-borne diseases (DEET, mosquito nets, and draining standing water near homes). In addition, the head of the Family Medicine Department of the Kyrgyz State Medical Academy, and the head of the parasitology department of the state sanitary-and-epidemiologic surveillance department, and the MOH, also proved to be an invaluable source of information, sharing what they learned at the recent CAR malaria conference.

The two-day malaria educational workshop was followed by a three-day monitoring and follow-up seminar tailored for eight participants who had previously been trained in Integrated Management Childhood Illnesses (IMCI). The FM trainers were expected to monitor treatment habits and strategies of other doctors and to properly record the results of their monitoring activities as well as provide doctors in their respective oblasts with high quality training. To meet this objective they were trained in how to fill out forms, practiced monitoring doctors, and reported their observations during the last two days of the training in selected hospitals of the Osh oblast.

One of the participants, the head of the Osh Family Medicine Training Center (FMTC), Begaim Akmatova has already submitted her report to AED/KG. In the report, Ms. Akmatova stated that the program was useful and informative for them and that she would like AED to assist with providing a similar training for other hospitals of the Osh oblast located in the endemic to malaria areas. AED/KG is looking forward to future cooperation with the Osh FMTC in this respect.

TAJIKISTAN

26. Integrated Management of Childhood Illness (IMCI) Training in Tajikistan (115IC02059)

Provider: ZdravPlus

December 10-21, 2002; Dushanbe, Tajikistan

December 23, 2002-January 4, 2003; Dushanbe, Tajikistan

January 6-17, 2003; Dushanbe, Tajikistan

January 20-31, 2003; Dushanbe, Tajikistan

Participants: 72 TJ

This four seminar series was designed for 72 physicians and nurses from the Leninsky and Varzob districts, which were identified by the ZdravPlus project as pilot districts for the implementation of a new strategy on the Integrated Management of Childhood Illness. The main goal of this event was to provide pilot districts' health workers training on IMCI methods, which will enable them to treat children more effectively and prevent most mortality cases linked to disease.

A group of 8 trainers, supervised by the Republican IMCI Center Director, conducted follow up visits to the Leninsky district on March 10-11, 2003, and to the Varzob district on March 12-13, 2003. The trainers were divided into two groups and conducted monitoring and evaluation on IMCI methodology usage by 20 participants in 18 medical institutions in the Leninsky district and 8 participants in 6 medical institutions of the Varzob district. Trainers interviewed each participant, evaluated their work, and provided consultations when required. Trainers completed nine pages of monitoring and evaluation forms on each participant. In addition, trainers explored facilities (including equipment) where patients are received and classified.

On March 14, 2003, all trainers gathered at the Republican IMCI Center to discuss the follow on trips results, and it was concluded that both district administrations are supporting the IMCI strategy implementation and providing assistance whenever possible. All trained participants are following the IMCI instructions and using the modules and schemes provided during training to classify and treat children and to consult with their patients' parents. Unfortunately, bad living conditions (water,

electricity, heating problems) complicate their work. Therefore, participants receive patients mainly at their homes. UNICEF is providing the pilot districts with necessary drugs. Detailed results of the trips were submitted in tables and are available upon request.

27. Pharmaceutical and Therapeutic Committees (PTC) training in Tajikistan (115IC02084)

ZdravPlus Tajikistan

March 27-28 2003, Dushanbe, Tajikistan

Participants: 51 TJ

The main goal of this two-day teaching seminar was to provide training to members of the Pharmaceutical and Therapeutic Committees (PTC) from the ZdravPlus project pilot districts on the basic principles and methodology of PTC. PTC members from the Varzob (7), Dangara (11), Bokhtar (11), Leninskiy (11), and Kulob (11) regions in Tajikistan were trained in basic principles of development, implementation, monitoring, and evaluation of the drug formulary. In addition, the program promoted the Essential Drug List (EDL) Concept and the Clinical Protocol Guidelines (CPG) and enabled the hospitals to see the benefits of making their own decisions on drug use, better distribution of resources, and to provide services to their communities. The training consisted of participants lectures, practical group exercises, and group presentations. The trainers were experts from the WHO funded project at the Ministry of Health.

Upon completion of the training program, trainees are expected to:

- Develop their own drug formularies (list of priority drugs with specifications)
- Choose the priority drugs based on the National EDL and CPG
- Distinguish generics and brand name drugs
- Promote good prescribing practice among health workers
- Evaluate drug use and drug prescription in the health facility

By developing their own drug formularies the PTC will improve prescription practices and spending of the available funding. As a follow up, seminar trainers will conduct twenty trips to the pilot districts for monitoring and evaluation of PTCs' activities.

TURKMENISTAN

28. ICI: Hepatitis B Virus: A Comprehensive Strategy for Eliminating Transmission (115IC02926)

Provider: Ministry of Health and Medical Industry of Turkmenistan

January 9-10, 2003; Chuli, Turkmenistan (Session 1)

January 13-14, 2003; Ashgabat, Turkmenistan (Session 2)

Participants: 60 TK

This was an in-country initiative (ICI) program suggested by the Epidemiological Department of the Ministry of Health (MOH), who requested assistance from USAID to sponsor this activity. The training sessions were held in Akhal velayat and Ashgabat city. The new rules of vaccination stipulate that all newborns should be immunized against viral hepatitis B. Since this was a completely new vaccine for Turkmenistan, health stakeholders thought it necessary to conduct training for the heads of velayat health departments, specialists of therapeutic departments, and epidemiologists.

After only two months of implementing the strategies learned, more than 60 hospitals and clinics in Ashgabat and Akhal velayat have printed versions of the decree 350 and are following its guidelines. The

Ministry of Health sent a letter of gratitude to AED and stated that the series of seminars helped to prevent viral hepatitis B transmission in Turkmenistan.

II. Administrative Activities

AED made the following staff changes this quarter:

AED/KZ:

- Ms. Yulia Boyle was hired as a program specialist on February 13, 2003.
- Ms. Aigul Abeldinova was hired as a financial assistant on March 28, 2003.

AED/KG:

- Ms. Bermet Moltaeva was hired as AED/KG's Follow-on Specialist on February 3, 2003.

General Administrative Activities

- Larry Held, AED/CAR Regional Training Director traveled to Bishkek to provide coverage for the AED/KG office during AED/KG's Country Representative's annual leave on January 6 – 10.
- AED/CAR Senior Computer Specialist Alexander Din and AED/CAR Database Administrator Ella Sapozhnikova traveled this quarter to Ashgabat on January 19-22 and January 21-26. The purpose of this trip was to install the MISTER database in AED/CAR Country Offices and train staffs on MISTER operation. Availability of MISTER in the Country Offices is enhancing their capacity to manage program data and create comprehensive reports on requests from USAID/CAR Country Offices and contractors/grantees in their countries.
- On February 13, 2003 AED/KG held a joint program meeting with USAID/HP/Bishkek, Abt Associates representatives with the participation of AED's Regional Director Lawrence Held. The purpose of the meeting was to provide Abt's new training team and USAID's HP specialist with a thorough overview of START projects' mechanisms and processes. Since, most of HP training programs are regional in nature, this meeting should encourage Abt's team to develop more Kyrgyz specific health programs.
- On February 6, the AED/CAR Financial Manager, AED/KZ Country Director, AED/CAR Financial Specialist, and AED/KZ Chief Accountant attended USAID's mandatory seminar on Fraud Awareness and Cost Principles for Non-Profit Organizations.
- On February 7, the AED/KG Country Director and Financial Specialist attended USAID/Bishkek's mandatory seminar on Fraud Awareness and Cost Principles for Non-Profit Organizations.
- On February 13, 2003 AED/KG Country Director attended USAID/CAR's registration and taxation workshop for USAID contractors and grantees. USAID's Regional Legal Advisor mentioned a registration/taxation clarification letter to all AID implementers would be issued by the Mission in the near future.
- Larry Held, AED/CAR Regional Training Director, traveled to Tashkent on February 23 - 26 to attend the ICNL training, Roundtable on Economic Activities in NGOs and to work with USAID/UCO and contractors and grantees based in Tashkent on current START training plan

implementation. Special attention was given to new implementing partners, such as Urban Institute.

- Development Associate's evaluation team comprised of Steve Dennison, Lynne Cogswell, Eric Chetwynd, and Michael Palmbach visited AED/CAR from March 1st through April 4th. During their visit, the evaluators met with the AED/CAR staff as a whole, and conducted several individual interviews with selected program staff. The team also conducted several meetings and roundtables with Global Training for Development (GTD) alumni and selected USAID contractors and grantees. AED/CAR provided substantial logistical support and provided the team with an interpreter/logistical assistant, a driver, an AED point person, and a questionnaire surveyor to conduct phone interviews with the alumni selected by the team. AED/CAR support provided the team with ample resources to obtain a comprehensive evaluation of USAID's participant training program given the parameters and limitations the evaluation team faced. The evaluation team submitted the draft report to USAID and AED/CAR for their review and suggestions on April 7th. AED/CAR submitted their recommendations and comments to USAID on April 11th. The issues and challenges raised by the evaluation team as well as their recommendations will be discussed in detail by the AED/CAR staff during their regional conference, April 17th through 22nd. AED/CAR expects to receive the final evaluation report during the week of April 22nd.
- Shamsiddin Karimov and Nisso Rasulova traveled to Almaty, Kazakhstan to meet Development Associates team on March 24 – 28, 2003. They met with Steve Dennison and Lynne Cogswell and discussed a number of issues relevant to AED/START project training activities and results and outcomes.
- Mindy Jones, AED/CAR Evaluation Coordinator, traveled to Bishkek on March 17 – 18 to work with the AED/KG staff on monitoring, evaluation, and follow-on strategies. The discussions concentrated on results collected from June – September START programs and on determining priority 6-12 month follow-on programs.

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| III. Administrative Information |
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START/CAR:

| | | | |
|----------------|--------------------------------------|----|------------|
| Contract Data: | Total ceiling: | \$ | 14,822,155 |
| | Total obligated to date: | \$ | 8,831,192 |
| 1. | Admin: | \$ | 446,542 |
| | Program: | \$ | 536,992 |
| | Expenditures December-February 2003: | \$ | 983,534 |
| 2. | Admin: | \$ | 1,202,497 |
| | Program: | \$ | 963,372 |
| | Cumulative expenditures to date: | \$ | 2,165,869 |
| 3. | Remaining obligated balance: | \$ | 6,665,323 |

Appendix I

START/CAR Participant Statistics

The total number of individuals trained since the inception of START/CAR activities is 6006, while the total number of programs implemented is 136.

A. Total Number of Programs Implemented and Individuals Trained (All Venues)

| Total Number of Individuals Trained and Programs Implemented | | | | | | |
|---|--|---------------|--------------|--|---------------|--------------|
| | Completed January 3-April 2, 2003 | | | Total START completed as of April 2, 2003 | | |
| Country | % Female | Female | Total | % Female | Female | Total |
| Kazakhstan | 58 | 107 | 204 | 48 | 802 | 1654 |
| Kyrgyz Republic | 55 | 155 | 303 | 53 | 973 | 1849 |
| Tajikistan | 32 | 90 | 279 | 46 | 512 | 1114 |
| Turkmenistan | 28 | 75 | 268 | 41 | 238 | 577 |
| Uzbekistan | 60 | 180 | 302 | 51 | 414 | 812 |
| Grand Total | 45 | 607 | 1356 | 49 | 2939 | 6006 |
| Total # of Programs | | | 32 | | | 136 |
| Average # of pax per program | | | 42 | | | 44 |

B. Total Number of Individuals who have attended training in the U.S.

| U.S.-Based Programs | | | | | | |
|------------------------------|--|---------------|--------------|--|---------------|--------------|
| | Completed January 3-April 2, 2002 | | | Total START completed as of April 2, 2002 | | |
| Country | % Female | Female | Total | % Female | Female | Total |
| Kazakhstan | 50 | 1 | 2 | 67 | 2 | 3 |
| Kyrgyz Republic | 100 | 2 | 2 | 67 | 4 | 6 |
| Tajikistan | 0 | 0 | 2 | 0 | 0 | 2 |
| Turkmenistan | 0 | 0 | 2 | 0 | 0 | 2 |
| Uzbekistan | 50 | 2 | 4 | 0 | 2 | 4 |
| Grand Total | 42 | 5 | 12 | 47 | 8 | 17 |
| Total # of Programs | | | 1 | | | 5 |
| Average # of pax per program | | | 12 | | | 3 |

C. Total Number of Individuals who have attended training in country

| In-Country Programs | | | | | | |
|------------------------------|--|---------------|--------------|--|---------------|--------------|
| | Completed January 3-April 2, 2002 | | | Total START completed as of April 2, 2002 | | |
| Country | % Female | Female | Total | % Female | Female | Total |
| Kazakhstan | 50 | 92 | 184 | 48 | 737 | 1535 |
| Kyrgyz Republic | 49 | 140 | 283 | 52 | 898 | 1723 |
| Tajikistan | 38 | 79 | 208 | 48 | 464 | 959 |
| Turkmenistan | 29 | 75 | 260 | 41 | 232 | 562 |
| Uzbekistan | 66 | 172 | 259 | 54 | 385 | 716 |
| Grand Total | 47 | 558 | 1194 | 49 | 2716 | 5495 |
| Total # of Programs | | | 21 | | | 84 |
| Average # of pax per program | | | 57 | | | 65 |

D. Total Number of Individuals who have attended training in third countries

| Third-Country Programs | | | | | | |
|-------------------------------|--|---------------|--------------|--|---------------|--------------|
| | Completed January 3-April 2, 2002 | | | Total START completed as of April 2, 2002 | | |
| Country | % Female | Female | Total | % Female | Female | Total |
| Kazakhstan | 74 | 14 | 18 | 54 | 63 | 116 |
| Kyrgyz Republic | 72 | 13 | 18 | 59 | 71 | 120 |
| Tajikistan | 16 | 11 | 69 | 31 | 48 | 153 |
| Turkmenistan | 0 | 0 | 6 | 46 | 6 | 13 |
| Uzbekistan | 15 | 6 | 39 | 29 | 27 | 92 |
| Grand Total | 29 | 44 | 151 | 43 | 215 | 495 |
| Total # of Programs | | | 10 | | | 47 |
| Average # of pax per program | | | 15 | | | 11 |

QUARTERLY REPORT

CONTRACT # EEE-I-00-01-00010-00
STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING
(START)
DELIVERY ORDER # 02
AFRICA AGRICULTURE CAPACITY DEVELOPMENT TRAINING INITIATIVE

For the Period of
April 15 – June 30, 2003

Submitted to:
Curtis Nissly
USAID/Washington
EGAT

Submitted by:
Academy for Educational Development
1825 Connecticut Ave., N.W.
Washington, D.C. 20009-5721

Submitted on:
August 6, 2003

AED Project # 32-2970-004
Susan M. Bouldin

NARRATIVE REPORT

Background:

The United States Agency for International Development (USAID) has a renewed interest in African agriculture due to the growing problem of hunger and poverty in Africa. The Initiative to End Hunger in Africa (IEHA) makes rural development and agricultural growth a priority for USAID. The goal of the overall initiative is to cut hunger in Africa in half by 2015.

This task order has had two main phases. The period of performance is currently from April 15, 2002 through September 30, 2004. During the first phase (through March 31, 2003), AED worked with the following four countries in Africa: Ethiopia, Mali, South Africa, and Zambia. AED is now working only with Mali for the second phase of the program.

The following tasks were required under this task order during Phase I:

- Perform needs assessments for selected agriculture organizations in each country;
- Analyze the organizational performance gaps and recommend interventions;
- Assist Missions in the selection of participants;
- Place and monitor participants in:
 - Short term customized training in the U.S., third countries, and in-country
 - Existing short term off-the-shelf training programs
 - Long term certificate or degree programs
 - Internships, shadowing, and observational study tour programs
- Implement post-training follow-on activities;
- Administer small grants to local NGOs if requested by the Mission(s);
- Prepare a training plan for Phase II of the initiative;

The last item was changed to become Phase II of the task order. No Mission requested small grants administration, so this was never undertaken.

The following tasks are required under Phase II:

- Perform a needs assessment for Mali in conjunction with BIFAD
- Complete a laundry list of long term training and capacity development training for Mali
- Administer as many of the Mission requested training programs as possible under the current budget

Expected Results:

This task order is to provide African Missions with support to move agriculture initiatives forward, and to focus on interventions that are realistic, needed, and affordable. For Mali, a general list of training needs, and possible interventions, will be provided for the Mission to act on as possible in the coming years.

Task Order Administration:

The task order was signed on April 15, 2002. All parts of Stage 1 were completed prior to this quarter. Modification number 3 was signed in April 2003. This modification extended the period of performance through September 30, 2004 from March 31, 2003. It also designated a new CTO, Mr. Thomas Hobgood, approved the requested realignment of the budget, reduced the countries with which AED would continue

to work from four to one, and approved the continuation of Phase I activities and the start of Phase II activities.

The Task Order Manager continued to attend weekly meetings with USAID, BIFAD, and representatives from World Learning and

Non Training Activities:

Training Activities:

No training activities took place during this quarter.

Financial Report:

| | |
|------------------------|------------|
| Ceiling Price: | \$ 852,179 |
| Obligated: | \$ 852,179 |
| Expended this Quarter: | \$ |
| Remaining: | \$ |

**TRAINING TO SUPPORT ECONOMIC GROWTH
AND DEMOCRATIC INITIATIVES (TEGDI)**

START / Mongolia Task Order

QUARTERLY PERFORMANCE REPORT

For the Period January-March, 2003

April 2003

**Academy for Educational Development
1825 Connecticut Avenue, NW
Washington, DC 20009**

QUARTERLY PERFORMANCE REPORT

START / Mongolia Task Order

For the Period January-March 2003

Contractor: Academy for Educational Development

Contract No: EEE-I-00-01-00010-00

Contract Period: August 19, 2002 – December 31, 2005

This report provides an update of the training, administrative, and financial activities undertaken during the current reporting period. The report comprises two sections:

Section I Program Update. Includes a summary of current activities, review of individual participants, as well as statistical table and financial summary.

Section II Issues for Next Quarter

SECTION I PROGRAM UPDATE

A. Training Activities

Jargalsaikhan Dambadarjaa

MBA in Finance, University of Denver, CO. August 2000 - December 2002.

Jargalsaikhan completed his degree program and returned to Mongolia on December 8th. He notified AED that the University had sent his diploma directly to him and that he gave a copy to the Mission. Per his request, AED forwarded his subscription for a two-year membership with the American Association of Individual Investors. No other issues pending.

Enkhbold Zaandakhuu. International MBA. University of Denver, CO. Aug. 2002-Dec. 2003.
(May 4 – July 31, 2002 - Preparatory course at the Economic Institute)

Enkhbold has done well in his courses earning a 3.44 cumulative GPA for the fall and winter quarters. He also completed a required course in Global Business and Marketing during the Winter Interim session. Enkhbold is currently enrolled in five courses for the spring quarter.

Enkhbold has indicated that his studies are going well, and that he has no other major issues to report. He did, however, have some difficulties with his dependents' insurance with HTH, and has reported that they are now insured with another company.

Ganbaatar Jambal. MS Financial Economics for Public Policy, American University, Washington, DC. September 2002- January 31, 2004.

(May 31 – July 31, 2002 - Preparatory course at the Economic Institute)

Ganbaatar performed very well in his classes, earning a 3.91 GPA for the fall Semester. He is currently enrolled in four courses for the spring semester. Ganbaatar says that he is very busy with the full courseload, but that his classes are going well.

In January 2003, Ganbaatar contacted AED about the possibility of having his wife join him for the duration of his program. After consulting the Mongolian Embassy, he indicated that he had requested a J-2 dependent visa for her. AED submitted Ganbaatar's request for dependent approval to USAID/Mongolia on February 14, 2003. Recent changes in the process of issuing visas have caused delays in processing her visa. AED has been working with USAID to resolve this issue. As of March 31st the visa is still pending.

B. Participant Statistics

| Number of Participants | Long Term US-based | Short Term US-based |
|---|-----------------------|------------------------|
| Completed (cumulative) (August 19-March 31, 2003) | | |
| | | |
| Male | 1* | |
| Female | 0 | |
| | | |
| Female percentage | 0% | |
| | | |
| Number of programs | 1 | |

| In-Training (current period) (January-March, 2003) | Long Term US-based | Short Term US-based |
|--|-----------------------|------------------------|
| | | |
| Male | 2 | |
| Female | 0 | |
| | | |
| | | |
| Number of programs | 2 | |

*This participant was transferred from GTD

C. Financial Summary

| | |
|----------------------------------|------------|
| Total Obligation | \$ 315,123 |
| Cumulative expenditures to date: | \$ 174,841 |

II Issues for Next Quarter

AED awaits additional nominations of long- and short-term participants.

**TRAINING TO SUPPORT ECONOMIC GROWTH
AND DEMOCRATIC INITIATIVES (TEGDI)**

START / Mongolia Task Order

QUARTERLY PERFORMANCE REPORT

For the Period April-June, 2003

July 2003

**Academy for Educational Development
1825 Connecticut Avenue, NW
Washington, DC 20009**

QUARTERLY PERFORMANCE REPORT

START / Mongolia Task Order

For the Period April-June 2003

Contractor: Academy for Educational Development

Contract No: EEE-I-00-01-00010-00

Contract Period: August 19, 2002 – December 31, 2005

This report provides an update of the training, administrative, and financial activities undertaken during the current reporting period. The report comprises two sections:

Section I Program Update. Includes a summary of current activities, review of individual participants, as well as statistical table and financial summary.

Section II Issues for Next Quarter

SECTION I PROGRAM UPDATE

A. Training Activities

Enkhbold Zaandakhuu. International MBA. University of Denver, CO. Aug. 2002-Mar. 2004.
(May 4 – July 31, 2002 - Preparatory course at the Economic Institute)

Enkhbold took on a heavy course load in the spring quarter, with a total of five courses. He received a 'D' in one course, but has continued to do well in his other classes, earning a 3.30 cumulative GPA. He will have to make up these credits with an equivalent class as only courses receiving a 'C' or better will count toward his degree. AED is monitoring Enkhbold closely and has been in touch with his academic advisor.

Enkhbold submitted a request to extend his program by one quarter, so that he can complete a specialization in E-Commerce. Enkhbold believes that this will be an important area for Mongolia to develop its economy because of its geographical location and scarce resources. His advisor felt that having the technical skills gained through the specialization would provide a strong complement to his general coursework. The USAID mission approved this request.

Enkhbold also submitted a request to join a class trip to Albania from June 7th through June 17th. Such a trip is a required component of the International MBA program at the University of Denver, and the USAID mission approved this request. Enkhbold had some minor delays in

immigration upon his return, but was able to continue on to Denver on a later flight. After his return, Enkhbold was very excited about his trip, saying that many of the problems Albania faces in its transition to an open-market economy are similar to those faced by Mongolia. He also indicated that he and Jargalsaikhan Dambadarjaa, a USAID-sponsored student at the University of Denver who graduated in December 2002, would assist the university with its fall 2003 trip to Mongolia.

AED is in the process of updating the immigration documents for Enkhbold's dependents, as they will have to be integrated in the new Visa Compliance System by August 1st.

Ganbaatar Jambal. MS Financial Economics for Public Policy, American University, Washington, DC. September 2002- January 31, 2004.
(May 31 – July 31, 2002 - Preparatory course at the Economic Institute)

Ganbaatar has continued to perform well with his classes, earning a 3.66 cumulative GPA. He is currently enrolled in a course in Financial Management for the summer.

In January 2003, Ganbaatar contacted AED about the possibility of having his wife join him for the duration of his program. After consulting the Mongolian Embassy, he indicated that he had requested a J-2 dependent visa for her and AED submitted Ganbaatar's request for dependent approval. Ganbaatar and his wife are growing increasingly frustrated with the delays in processing her visa. AED continues to maintain close contact with DevIS regarding the situation, but as of June 30th it is still not possible to process new J-2 visas.

International Housing Finance Program. Short Course at the Wharton School of the University of Pennsylvania, Pittsburg, Pennsylvania. June 2-13, 2003.

In April 2003 the Mission contacted AED about the possibility of sending a group of ten participants to the International Housing Finance Program at the Wharton School in Pittsburg, Pennsylvania in June. The International Housing Finance Program was developed in 1986 to educate CEOs and senior officials in different aspects of housing finance. It works to expose participants to the various institutional, financial, and managerial aspects of housing finance, and is especially geared to emerging and transitional economies currently restructuring their housing sector. The Mission selected 10 bankers to attend the International Housing Finance Program in early June, 2003, to be followed by a study tour of the mortgage system in the United States arranged by the Department of State's Office of International Visitors.

The participants reported that the program at Wharton went very well. They indicated that the program exposed them to new ideas on how to establish a market for mortgage lending in Mongolia, and to expand home ownership, including to populations with lower incomes. Many of the participants said that they intended to apply this knowledge to expand their institutions back in Mongolia and help develop the housing sector.

There was some concern that the participants' visas would not be processed in time with the new Visa Compliance System. Forms were initially generated with incorrect departure dates. However, the participants arrived on schedule on 31 May 2003, and AED was able to coordinate with the Mission in Mongolia and DevIS to correct their information in the system. AED has confirmed that all the participants have returned to Mongolia as scheduled, except for one participant who is not expected to return until 21 July.

B. Participant Statistics

| Number of Participants | Long Term US-based | Short Term US-based |
|--|-------------------------------|--------------------------------|
| Completed (cumulative) (August 19-June 30, 2003) | | |
| | | |
| Male | 1* | 8 |
| Female | 0 | 2 |
| | | |
| Female percentage | 0% | 20% |
| | | |
| Number of programs | 1 | 1 |

| In-Training (current period) (January-March, 2003) | Long Term US-based | Short Term US-based |
|--|-------------------------------|--------------------------------|
| | | |
| Male | 2 | 8 |
| Female | 0 | 2 |
| | | |
| | | |
| Number of programs | 2 | 1 |

*This participant was transferred from GTD

C. Financial Summary

| | |
|----------------------------------|------------|
| Total Obligation | \$ 315,123 |
| Cumulative expenditures to date: | \$ 174,841 |

II Issues for Next Quarter

AED is currently in the process of updating the participants' immigration records in the new Visa Compliance System. All continuing students and continuing dependents' records must

be entered into the system by 1 August. AED continues to follow-up regarding issuing new J-2 visas to dependents.

AED awaits additional nominations of long- and short-term participants.

SEMI-ANNUAL REPORT

**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH
TRAINING (START)**

CONTRACT NO. EEE-I-00-01-00010-00

**TASK ORDER: DEVELOPING CAPACITY, SKILLS, AND LEADERSHIP
TRAINING PROJECT FOR ERITREA**

TASL ORDER NO. 804

August 12, 2002 – March 31, 2003

Submitted to:
USAID/Eritrea

Submitted by:
The Academy for Educational Development
1825 Connecticut Ave., N.W.
Washington, D.C. 20009

Submitted on:
April 10, 2003

Introduction

In August of 2002, USAID and AED signed a task order under the Strategic Technical Assistance for Results with Training (START) contract with USAID/Eritrea. The Developing Capacity, Skills, and Leadership Training Project for Eritrea has a period of performance from August 12, 2002 through August 11, 2004.

USAID is committed to providing increased performance for individual participants and their organizations in Eritrea. To do this, they have three broad, yet linked, Investment Objectives (IOs), each with supporting Intermediate Results (IRs). The IOs are:

- IO 1: Increased Use of Sustainable, Integrated Primary Health Care Services by Eritreans
- IO 2: Increased Income of Enterprises, Primarily Rural, With Emphasis on Exports
- IO 3: Increased Private and Public Human Capacity to Accelerate Broad-Based Development

The Mission anticipates activity under each IO over the life of this task order.

There were eight Eritreans in training that were transferred to this task order in August. The Mission also anticipates additional U.S. based academic and short-term training, some third country academic and short-term training, and in-country short-term training.

Task Order Administration

Modifications number 01 and 02 were signed in January 2003. These modifications were to incrementally fund the task ordered by increased obligations. No other changes were made to the contract during this period.

Home Office Activities

At project start-up, the home office received the files from the prior contractor, and immediately made contact with all the participants in the U.S. Since then, the staff has contacted each participant in the U.S. at least once a month. Participants have been required to submit their AETRs and grade reports, and every attempt has been made to secure any missing documents concerning their academic programs.

The Task Order Manager has remained in close contact with the Chief of Party in Asmara.

Field Office Activities

Susan Ward, AED's Chief of Party (COP) arrived in Asmara on September 4, 2002. As AED was not able to register without an Eritrean counterpart, considerable effort was expended during the past six months to find such a partner. At the end of the period, much progress had been made, and registration is likely to occur in the near future. However, AED has still been unable to officially open an office and hire staff. This is likely to have consequences for the timetable for handing over the COP position to a local expert.

A technical consultant traveled to Eritrea in mid September. With COP support, she completed a training plan, the final draft of which was submitted on October 4, 2002. As training needs have been changing during the past six months, AED expects that some changes in the plan will be forthcoming.

The COP has been working with USAID on several possible training programs.

Participant Training

Long-Term Academic Participants

During the period from August 2002 through April 2003 quarter, there were eight long-term academic participants, including two female participants and six male participants. None of the participants were studying at MSI institutions.

Short-Term Participants

During this period, there were two short-term programs that included five male and no female participants. These were both Third-Country programs. The first took place in Israel, the second in Mauritius.

| Number of Participants | Long Term US-based | Short Term Third Country |
|---|-------------------------------|-------------------------------------|
| <u>In-Training</u> (As of 31 March 2003) | | |
| | | |
| Male | 4 | 0 |
| Female | 2 | 0 |
| | | |
| Total On-Going Programs | 6 | 0 |

| | | |
|------------------------------------|----|---|
| Completed (As of 31 March 2003) | | |
| | | |
| Male | 2* | 5 |
| Female | 0 | 0 |

| | | |
|---------------------------|----------|----------|
| Total Participants | 8 | 5 |
|---------------------------|----------|----------|

*One participant reported as a non-returnee.

Individual Program Reports

IO 1- Increased Use of Sustainable, Integrated Primary Health Care Services by Eritreans

Dr. Mismay Ghebrehiwet

Johns Hopkins University (Private University; Baltimore, MD)

DrPH/International Health

Estimated Completion- December 2003

Cumulative GPA- 3.6

In November 2002 Dr. Mismay requested an extension until May 2004. That request is still pending.

In December 2002, Dr. Mismay returned to Eritrea for research. In March he left Eritrea and traveled to Bauchi, Nigeria for work unrelated to his USAID-sponsored research. He is expected to return to Eritrea in April 2003. Dr. Mismay's academic advisor, Dr. Richard Morrow, is planning a trip to Eritrea in May. While he is there, he and Dr. Mismay plan to meet with the USAID Mission representatives and answer any additional questions regarding Dr. Mismay's request for an extension, and plan carefully for the remainder of his program.

Samuel Kidane Weldemichael

Tulane University (Private University; New Orleans, LA)

MPH/International Health, HIV/AIDS

Completion- December 2002

Cumulative GPA- 3.412

Mr. Weldemichael completed his program in December 2002 and returned to Eritrea on December 26, 2002. AED confirmed his arrival back in Eritrea. The university has verified Mr. Weldemichael's graduation, although his diploma and final official transcripts remain pending.

IO 2- Increased Income of Enterprises, Primary Rural, With Emphasis on Exports

Development and Management of Small Business and Industries, Phase I

Isaias T. Gebregiorgis, Abel Tedla Habtemariam, & Stifanos Mesgun Hailemariam

Galilee College, (Private University; Galilee, Israel), 7-18 November 2002

Participants attended a workshop to study the Israeli model of small business and industry and to increase their capacity for innovative planning and implementation of policy in response to emerging challenges. The program included several visits to relevant sites including the Tefen-Green Industrial Park and to MATI, an Israeli public office supporting small businesses.

Private Sector Session of the 2003 AGOA Forum

Stifanos Habte Ghebremariam & Semere Petros

AGOA Forum, (International Trade Exhibition; Mauritius) 13-17 January 2003

Participants attended the private sector session of a business forum of the African Growth and Opportunity Act (AGOA). The forum consisted of a trade exhibition and workshops on commercial topics, giving participants opportunities to build linkages between business leaders, policy makers, and investors.

Development and Management of Small Business and Industries, Phase II

Asmara, Eritrea

AED is currently awaiting evaluations for this program and will send a report as soon as the information is available.

IO 3- Increased Private and Public Human Capacity to Accelerate Broad-Based Development

Mulugheta Isayass

Clark University (Private University; Boston, MA)

MBA/Management Information Systems

Estimated Completion- August 2003

Cumulative GPA- 3.68

Mr. Isayass is in a straightforward MBA program and is on-track to complete his courses in August 2003 as scheduled. He has no thesis or comprehensive exams. In January USAID approved Mr. Isayass' request to take a course at another school, Worcester Polytechnic Institute, since a scheduling conflict prevented him from taking the course at Clark University.

Mr. Isayass' biggest complaint continues to be with the HTH Insurance company. Until March, he had two outstanding medical bills from October and November 2001. Through persistence and many phone calls to HTH, payment was finally made on the October claim. The November claim was denied, and Mr. Isayass was disappointed to learn that he would need to pay for it himself. Mr. Isayass expressed concern about visiting the doctor for future medical problems for fear that insurance will again deny his claims. AED recommended to Mr. Isayass that he always go to in-network providers and read his Certificate of Insurance carefully to know what type of care is excluded from coverage.

Mulugheta Saare Kahsai

California State University, Hayward (Public University; Hayward, CA)

MA/Economics

Estimated Completion- June 2003

Cumulative GPA- 3.61

Mr. Kahsai continues to make excellent progress in his program and is on track to graduate in June 2003. He passed his first comprehensive exam in December and is taking his second and final comprehensive exam some time after the winter quarter, probably in April 2003.

Mr. Kahsai expressed an interest in replacing his prosthetic device. AED advised him that his health insurance policy covers the repair and placement of an existing prosthetic device to a

maximum overall benefit of \$500. Since Mr. Kahsai estimates the cost of replacing the device to be in the range of \$10,000, he will most likely delay replacing the device until completion of his training program. One option he is considering is having his prosthesis replaced in Germany instead, where the cost is half of what it is in the U.S.

Salma Hassen Nur-Hussein

Claremont Graduate University (Private University; Claremont, CA)

MA/Economics

Estimated Completion- August 2003

Cumulative GPA- 3.31

Ms. Nur-Hussein is making excellent progress in her program and is on track to graduate in August. The university is requiring that she take the general GRE exam before they will issue her a diploma. Ms. Nur-Hussein is planning on taking the test this summer, since she is currently busy with coursework for the spring semester. No minimum score on the GRE test is required, so it is simply a matter of Ms. Nur-Hussein sitting for the test.

In February AED worked with Ms. Nur-Hussein to submit several outstanding claims to the HTH Insurance company. AED continues to work with her on health insurance issues, since she feels overwhelmed by the process.

Efrem Tesfay Biedemariam

Brandeis University (Private University; Boston, MA)

MA/Sustainable International Development

Estimated Completion- May 2003

Cumulative GPA- 3.78

Mr. Biedemariam spent the fall 2002 term in Asmara completing his research. His return to Brandeis University in January 2003 was delayed by a few weeks due to the increased time it takes to process a student visa, which Mr. Biedemariam did not take into account. In the spring term, Mr. Biedemariam is working with his advisor to complete his program, is leading a seminar, and is preparing to defend his master's thesis. He is on schedule to complete in May.

In February Mr. Biedemariam submitted requests to be reimbursed for maintenance costs and research costs while he was in Eritrea conducting his research. The USAID mission agreed to reimburse up to \$2,000 for research costs but rejected his request for maintenance costs. Mr. Biedemariam felt that AED was not able to give him clear guidance on the policy for reimbursement of research costs. AED sent him a letter clarifying the policy.

Kifle Woldesilassie Hagos

Brown University (Private University; Providence, RI)

MA/Environmental Science

Estimated Completion- December 2002

Cumulative GPA- n/a

Mr. Hagos was due to complete his studies in December 2002, but wrote several letters to USAID requesting an extension, which was denied. AED was informed by Mr. Hagos' academic advisor that he applied for political asylum on December 23, 2002 and is now under the sponsorship of the university. On January 28, 2003, the USAID mission sent a letter to Mr. Hagos informing him that USAID/Eritrea considers him a "non-returnee." The mission also sent a letter to Brown University advising that USAID is unlikely to consider the university for future participant training programs due to their lack of assistance in getting Mr. Hagos to comply with his contractual commitments.

Ghenet Ketema Weldelessie

State University of New York, Stony Brook (Public University; Stony Brook, NY)

PhD/Social Welfare

Completion- May 2005

Cumulative GPA- 3.50

Ms. Weldelessie is progressing well in her PhD program. Her research topic is "Contribution of family connectedness to resiliency of street children in Eritrea." Ms. Weldelessie is currently in her second year of coursework after which she will have to complete comprehensive exams, an oral exam, and submit a research paper. She will then move into full-time dissertation preparation and a teaching practicum.

Ms. Weldelessie's DS-2019 expires in August 2003, so AED will soon begin the process of renewing it.

MONTHLY REPORT
HIGHER EDUCATION SUPPORT INITIATIVE
West Bank and Gaza
March 2003

I. General Introduction

A. Background

The Higher Education Support Initiative is designed to respond to critical needs in the Palestinian higher education community. It includes the following:

- Ongoing monitoring of the 66 Masters Degree Scholars in academic training and 4 in practical training the U.S.
- Re-entry support and job placement for 13 returned scholars
- Local scholarship assistance
- Local short-term training in a variety of fields (with a large portion going to Information Technology); occasional third country short-term training
- A needs assessment of local higher education

B. Field Office Activities

Field office activities for the month of March centered on the continued implementation of the local scholarship program. AED field staff worked to visit as many of the colleges and universities as possible in order to meet with students and representatives. In Gaza, the staff had no particular problem regarding visits to institutions. However, on the West Bank, we were not able to visit Nablus and Hebron institutions because of curfews, military blockades, and institutional closures. At the same time, we worked to finalize the shortlists and summaries, to collect community service pledges, and to make tuition payments on behalf of awardees.

Field staff also focused on the setting-up of the short-term training program, especially training for IT certification. We revised the selection process for IT training providers according to an understanding reached between the AED home office and the Mission. As a result, a request-for-information announcement was approved and published in all three national newspapers at the end of March. A presentation about the Short-Term Training Program was readied to present to the Mission in the near future. The Fee-for-Service contract with CH2Mhill was activated and the AED home office began the visa application process.

To coordinate activities, the Acting COP, Jamileh Abed, held frequent staff meetings with Gaza by speaker phone to reduce the expense of video conferencing. Field staff were in constant contact with the CTO, the COP and the home office concerning these activities. All documents were sent to the Mission through the COP.

Although the bulk of field office activity in March focused on the Local Scholarship Program, we also worked to prepare Clinton Scholars scheduled to graduate in May 2003 for reentry. Appropriate modules were emailed and linkages on their behalf were made with potential employers. In addition, we addressed issues such as the one involving Marwan Hatabeh, which culminated in his interrogation by the FBI. The Acting COP and the Academic Counselors are constantly in touch with the COP and the home office regarding participants in the States and those who are finishing their studies in the region.

Follow-up activities continued throughout the month for returned Clinton Scholars. This included speaking with Raed Awashreh, Adel Hazboun and Noha Nijm regarding their individual problems, preparing the March newsletter, and making linkages for those who are still looking for work.

The website is still waiting for Mission approval. It is intended to promote the HESI program overall, while at the same time linking job openings with potential employees, namely returned Clinton Scholars.

The Gaza Office Manager upgraded MISTER to be compatible with the new database of TraiNet 2, which was installed in the Gaza Office.

AED Field Offices in West Bank and Gaza continued implementing the contingency plan discussed prior to the COP's departure. Employees took working documents with them to their homes as soon as the war was declared March 17. AED field offices were closed partially March 20 and March 21 as a result of the high level of tension caused by the outbreak of war. However, the offices have remained open ever since.

C. Home Office Activities

The Chief of Party remained in the home office through March 20. She conducted a local campus visit, maintained close contact with the staff at the field offices, and worked on the up-coming Scholar Conference, amongst many other activities. As of March 24, she re-located to Harrisonburg, Virginia, where she is working full-time as a tele-commuter.

The Scholar Conference was one of the major foci of the past month. The conference is to take place on June 2 and 3 of 2003 in AED's conference center in Washington, D.C. Staff members met to initiate budgets and agendas for USAID's approval. Some ideas for appropriate sessions included: taped interviews with returned scholars to give the continuing students some tips on re-entry; a workshop with a trained Palestinian psychologist to discuss dealing with a return to a traumatic situation; and a panel discussion with potential employers.

The last of the Fall 2002 semester AETRs, transcripts, linkage activities, and action plans were collected and sent to the Mission for review.

Elaine Strite and Susan Bouldin met with the CTO, Evelyn Levinson, at USAID on March 31. The meeting also included Robert Davidson and Margot Ellis from USAID/West Bank & Gaza, and Ethel Brooks from USAID/W. The indicators for the Strategic Objective for Higher Education were discussed in a brainstorming session.

II. Contract Issues/Modifications:

There were no amendments or modifications completed during this period.

III. In-Country Scholarships

A. Undergraduate

1. Applications: no longer applicable.

2. Implementation: During the month of March both field offices continued to be in close touch with the institutions included in the LSP. When possible we met with officials, contact persons, and the students who were awarded the scholarships to clarify procedures and conditions for receiving the LSP. Special emphasis was given to the mechanism of payment and the community service aspect of the scholarship. In the West Bank, AED visited Bethlehem University (March 13), and kept in touch with all Hebron and Nablus institutions by phone since visits there have not been possible. In Gaza, AED staff visited the Islamic University March 19 and 26, and Al-Azhar University March 26 and 28.

3. Monitoring: not applicable at this stage

4. Follow-on: not applicable

5. Beneficiaries: full-time undergraduate students who are enrolled at accredited Palestinian universities in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

B. Vo-tech/Community College Scholarships

1. Applications: no longer applicable.

2. Implementation: AED and the Mission initially decided that the LSP would only have one selection round, which took place in the fall of 2002. Results of the selection were announced during the month of January to grantees and local institutions. However, AED staff discovered that colleges have only fall admissions, which means that all of those awarded the Local Scholarship are in their final semester (i.e. would benefit for only one semester). The West bank Academic Counselor/Acting COP

discussed the situation with all AED staff, the COP, and the CTO. The CTO asked for confirmation from the Ministry of Higher Education. When that was received, the Mission decided to reopen the selection process for colleges only. The announcement will be made at the end of the Spring 2003 semester. As for the universities, staff continued to visit as many institutions as possible. In the West Bank, AED visited Palestine Technical College (March 18), Ibn-Sina Nursing College (March 15, 22, and 25) while the Academic Counselor met with a representative from Al-Aroub College in the WB office on March. In Gaza, staff visited the College of Technology and Science in Khan Younis, March 26.

3. Monitoring: not applicable at this stage
4. Follow-on: not applicable at this stage
5. Beneficiaries: full-time college students who are enrolled at accredited Palestinian colleges and institutes in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

IV. Short-Term Training

A. Non-IT: In-country (including Israel), third country

1. Publicity: not applicable
2. Application process: received sample application, but the application process is yet to be determined.
3. Monitoring: not applicable
4. Follow-on: not applicable
5. Beneficiaries: Those nominated through the Mission's Strategic Objective Teams

During the month of March, AED's West Bank office did the following: discussed the short-term training program with the home office and prepared an outline of the process; prepared documents for the training in accordance with USAID regulations; compiled sample forms when necessary; drafted an outline of the process that AED will follow in the implementation of the program; and prepared a draft presentation to be given to the Mission and drafted an announcement for the presentation.

B. IT

1. Publicity: An announcement was drafted, approved and published in all three national newspapers requesting information on IT training programs,

offered locally, by IT training providers in the West Bank and Gaza. Telephone calls were made to all training providers who had submitted information and proposals earlier to explain the process to be followed. The training providers were given a period of seven days to prepare and submit the information to AED.

2. Application process: sample application received from CTO
3. Monitoring: no monitoring activities at this stage
4. Follow-on: not applicable at this time
5. Beneficiaries: Undetermined at this stage

During the month of March, the AED Home Office and the Mission reached an understanding concerning the procurement of information for off-the-shelf training programs.

Also during the month of March the West Bank Training Specialist revised the plan submitted to USAID and requested that the Mission provide some feedback regarding the items contained in the plan, including the target group, selection criteria, etc. It was agreed that the Mission would organize another meeting on this issue. The AED Home Office was engaged in direct discussions and supervision of the whole process.

V. Master's Degree Scholarship Program

A. Monitoring:

The home office handled one problem case concerning Marwan Hatebeh, which was successfully resolved. Details have been sent in separate reports. All participants in the U.S. were contacted at least once during the month. AED field offices assisted the home office staff in monitoring participants in the U.S. via email and telephone. The home office and the West Bank office conferred together in response to the crises that resulted from the email received by the CTO on March 4 regarding Marwan Hatabeh. AED sent updates to the CTO on March 10 and 14 regarding the subject.

Guidance was provided for participants, especially those who continue to seek ways to remain in the U.S. AED reiterated USAID rules regarding overstaying their visas and emphasized the commitment to serving their country for a two year term upon the completion of their programs. AED also assisted those with questions about new visa and INS regulations, passport renewals, etc.

AED began to work on getting participants needing new DS 2019s into USAID's VCS system, and thus into the SEVIS system as required. Various set-backs have occurred as the new system has begun.

C. Follow-on:

Assistance and guidance is provided by phone to all scholars upon their return and thereafter. The Academic Counselors are in constant contact with all returnees regarding their employment status.

1. Reentry Sessions: No reentry sessions were held in March

2. Linkage activities: The Academic Counselors solicited the resumes of returning scholars who are looking for jobs to send to linkage organizations and in response to ads in newspapers. They worked continuously to connect returned scholars with potential employers. They kept in touch with scholars, especially those who have not yet found jobs, encouraging them to continue the search by monitoring newspaper ads, talking to their contacts, etc. However, due to the difficult political and economic circumstances, returned scholars are finding it difficult to locate good jobs. They are encouraged to use their time constructively, volunteering, working part-time, planning a workshop, or taking educational courses.

The Academic Counselors visited potential employers like universities and institutions such as UNRWA and Palestinian Ministry of Planning and International Cooperation in order to promote employment for the returned scholars. So far, most of the returning scholars from the West bank and Gaza have returned to positions held prior to their departure to the States. In the West Bank, Baha' Eddin Al-Bakri found a job, working as a full time lawyer with Maasar and Associates in Ramallah at the beginning of March. Unfortunately, Said Awadallah was not able to go back to his previous job as Quality Control Manager at Salwa and Rayan Dairy products in Ramallah; therefore he remains unemployed. In Gaza, the staff has been in contact with Sakher Qandeel about the position of Project Coordinator on a project funded by the Norwegian Technical Assistance Program. Also, AED encouraged Ghada Qadan to apply for a position of Assistant Projects Officer in UNRWA Field Office.

Follow-up telephone calls were made frequently to all returned scholars to discuss pertinent issues, to get an update on their employment, and to request articles for the newsletter.

3. Follow-up for participants who need to complete their degrees at local universities. This includes monitoring Adel Hazboun, an MBA participant who is presently attending Bethlehem University, where he is having academic problems; Noha Nijm, who is taking one course at the American University in Cairo; and Ra'ed Awashreh, who left his program at the Monterey Institute of International Studies abruptly in January without earning his MPA and without arranging to complete his degree program in the region. The Academic Counselor tried to keep in touch with Raed, who appears to be having personal

problems that have prevented his return to the West Bank. Raed has expressed his wish to stay in Jordan and attend the University of Jordan, if USAID support continues. AED will continue to find ways to counsel Ra'ed to complete his program.

4. Other returned Clinton Scholars who required follow-up include: Thaer Haj Ahmad, who remains in Jordan despite numerous reminders of his obligations to the program; Rabi Al-Tatari, who is presumed to be in the UAE; and Mohanad Al-Rayyes who traveled to Canada without informing the Gaza office. AED contacted Mohanad and the COP has spoken to him by phone and sent him an email, stressing his obligation to work for two years in Gaza. Mohanad said he is applying for immigration status in Canada and intends to pursue his PhD there, before returning to Gaza to work.
5. Newsletter: During the month of March, field staff coordinated with the COP and the program specialist in the home office to prepare the April issue of *Connections*, which is to be distributed early in April, after Mission approval is granted.

VI. Needs Assessment:

Maher Hashweh and Mazen Hashweh, the two local consultants, continued their work on a needs assessment of higher education in the West Bank and Gaza. They revised their first bimonthly report in March. In it, they summarized recent studies of higher education in Palestine and identified the following areas of need: access and capacity, equity, relevance, quality, management structure and financial issues. They also reported on documents and interviews conducted with the Ministry of Higher Education.

At the same time, the consultants began to collect and analyze statistics that they received from the Ministry of Higher Education, the Ministry of Education, and the Palestinian Central Bureau of Statistics. To assess the capacity of educational institutions, they developed a methodology and a draft questionnaire which will be distributed to all colleges and universities. Their second bimonthly report is due in May. The final needs assessment is to be ready in August. An international consultant, Sue Berryman, has been hired to assist in analyzing the data and in preparing the final report.

VII. Fee for Service

CH2MHILL signed a contract with AED to provide assistance to send eleven stonecutters to the States for a two-week training period in June. Two meetings were held between CH2MHILL and AED; the training specialist collected data about the participants and AED/field office worked with the home office to begin the process of visa issuance.

VIII. Statistics

AED revised the shortlists and summary tables for the LSP. These reflect the number of applications received, fields of study, rejected files, distribution of scholarships, etc. AED field staff is working on a data base control sheet for the LSP.

Summary: During the month of March, AED field office staff worked to implement the Local Scholarship Program. This included answering questions from those who were awarded the scholarship, contact persons at institutions, answering an endless number of phone calls, and visiting the various institutions; we also worked on revising statistics as we received change of status information from the colleges and universities. AED field offices worked on preparing an implementation plan for the Short-term Training and IT Certification programs. AED field offices also prepared the April issue of the newsletter and assisted returned scholars in their search for employment and in readjusting to life in the West Bank and Gaza. All activities were coordinated with the AED home office and the USAID Gaza/West Bank Mission. The home office concentrated on special participant problems (of which USAID has been advised in separate reports), completing the reporting for the fall 2002 term, and planning the Scholar Conference.

Meetings: We held regular staff meetings. Those between the Gaza and West Bank field offices were held by videoconference, when the additional expense is warranted.

The Acting COP made three attempts to go to Gaza but succeeded in making it to the Gaza office only once, on March 11. While there she discussed difficulties encountered in implementing the Local Scholarship Program and ways of monitoring and follow-up; assisted with the preparation and layout of the April newsletter; discussed participant and returnee issues with the Academic Counselor in Gaza; reviewed contingency plans as the war was about to begin.

Staffing: The Chief of Party left February 21, with her children, under the authorized departure order, issued February 7. She worked at the AED home office in Washington during the last week of February and for three weeks in March. With her departure, Jamileh Abed, the Academic Counselor in the West Bank, assumed the duties of Acting Chief of Party. The training specialist position in Gaza remains unfilled, although training related tasks are being carried out by existing staff. AED expects to submit a proposal for filling the position to the Mission in early April.

MONTHLY REPORT
HIGHER EDUCATION SUPPORT INITIATIVE (HESI)
West Bank - Gaza
April 2003

I. General Introduction

A. Background

The Higher Education Support Initiative is designed to respond to critical needs in the Palestinian higher education community. It includes the following:

- Ongoing monitoring of the 66 Masters Degree Scholars in academic training and 3 in practical training the U.S.
- Re-entry support and job placement for all the returning scholars
- Local scholarship assistance
- Local short-term training in a variety of fields (with a large portion going to Information Technology)
- Occasional third country short-term training
- A needs assessment of local higher education

B. Field Office Activities

Field Office activities for the month of April continued to center on implementation of the Local Scholarship Program (LSP). AED visited as many colleges and universities as possible in order to meet with students and representatives. In Gaza, the staff had no problem regarding visits to institutions. However, on the West Bank, we were not able to visit the Nablus institutions because of curfews and military blockades. We also up-dated shortlists and summaries, collected community service pledges and paid tuition on behalf of awardees.

Field staff also focused on setting up the short-term training program, especially training for IT certification. The West Bank Training Specialist met with the Mission April 11 to discuss IT programs, the IT training implementation plan, target groups, and trainee selection criteria. Based on this discussion, AED prepared a detailed report outlining our market research, training providers selection process, proposed target groups, and the initial implementation plan as well as the conclusions and recommendations. The report was submitted to the Mission April 23.

Under the Fee-for-Service part of the program, staff began the visa application process and arrangements for medical examinations for trainees from CH2MHILL, who will travel to the U.S. in June. Visa applications will be submitted to the Consulate in the near future.

Acting COP, Jamileh Abed, coordinated field office activities in the absence of the COP, Elaine Strite, who was out of the country from late February until the end of April. Field staff members were in constant contact with the CTO, the COP and the home office concerning all activities. All documents were sent to the Mission through the COP.

Although the bulk of field activities in April focused on the Local Scholarship Program and the setting-up of the IT certification program, we also worked on preparations for two events, the June conference in Washington and two receptions for Clinton Scholars scheduled later this spring in the West Bank and Gaza. The Acting COP and Academic Counselors were constantly in touch with the COP and the home office regarding participants in the States and those who are finishing their studies in the region.

Follow-up activities continued throughout the month for returned Clinton Scholars. This included contacting those who left the States but did not return to the West Bank or Gaza. We also prepared the May issue of *Connections* and made linkages for those who are still looking for work.

The website was launched in April after receiving Mission approval for a trail launch. It is intended to promote the HESI program overall, while at the same time linking job openings with potential employees, namely returned Clinton Scholars. The site can be viewed at: <http://hesi.aed.org>

The Gaza Office Manager continued to upgrade MISTER on a daily basis.

AED Field Offices in the West Bank and Gaza remained open during the month of April despite the difficult circumstance.

C. Home Office Activities

The Chief of Party continued to work from her family home in Virginia during much of this month. She traveled to Washington, D.C., for meetings with our CTO, held on April 1. The COP, Task Order Manager, and Program Specialist met with CTO Evelyn Levinson to discuss various aspects of activities under the HESI task order.

The evacuation was lifted on April 17, 2003. COP Elaine Strite immediately began to make arrangements to return to the West Bank with her two sons. She returned on April 26, and was back in the field office on April 28.

Preparations for the MDSP Conference, now officially titled “Meeting the Challenges of Re-entry Through Empowerment, Networking, and Leadership” continued during this month. Speakers and panelists were found, information was disseminated, and an agenda set up. Logistical arrangements were started, and taped interviews of returned participants were completed. The participants have been extremely enthusiastic about this event, and everyone who is able to come will be there.

II. Contract Issues/Modifications:

There were no changes or modifications made to the task order during the month of April 2003.

III. In-Country Scholarships:

A. Undergraduate

1. Applications: No longer applicable.

2. Implementation: During the month of April both field offices continued to be in close touch with the institutions included in the LSP. When possible, staff met with officials, contact persons, and students who were awarded the scholarship, to clarify procedures and conditions for receiving the award. Special emphasis was given to the mechanism of payment and to the community service aspect of the scholarship. In the West Bank, AED visited Hebron University and Palestine Polytechnic April 22, and Gaza staff visited Al-Aqsa University April 7. AED kept in touch with all other institutions by phone. Tuition payments were made to all universities in Gaza and to Arab American University and Birzeit University in the West Bank. The rest of the West Bank institutions should be paid by the middle of May. AED prepared LSP updates regarding tuition payments for the CTO.
3. Monitoring: not applicable at this stage
4. Follow-on: Not applicable.
5. Beneficiaries: Full-time undergraduate students who are enrolled at Palestinian accredited universities in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

B. Vo-tech/Community College Scholarships

1. Applications: no longer applicable.
2. Implementation: In the West Bank, staff visited Al- Aroub Technical College April 7, Palestine Nursing College April 16, and Hebron Nursing College April 22. Tuition payments for all West Bank colleges were completed with the exception of Hisham Hijjawi College in Nablus. In Gaza, AED completed payment of tuition to all community colleges.
3. Monitoring: not applicable at this stage
4. Follow-on: Not applicable at this stage.
5. Beneficiaries: Full-time college students who are enrolled at Palestinian accredited colleges and institutes in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

IV. Short-Term Training:

A. Non-IT: In-country (including Israel), third country

1. Publicity: not applicable.
2. Application process: not applicable.
3. Monitoring: not applicable

4. Follow-on: not applicable

5. Beneficiaries: Those nominated through the Mission's Strategic Objective Teams generally.

During the month of April AED's West Bank office continued to discuss the prepared outline and all other issues related to the SSTP with the home office.

B. IT

1. Publicity: following the announcement in the local newspapers, phone calls were made and received in response to the ad for more information on the subject.

2. Application process: not applicable

3. Monitoring: no monitoring activities at this stage

4. Follow-on: not applicable at this time

5. Beneficiaries: During the meeting on April 11 with the Mission, the focus of the discussion was on the types of beneficiaries and the target groups.

During the month of April, AED West bank and Gaza offices received information packages from sixteen training centers and IT firms. Of these sixteen, only ten qualified as authorized training centers capable of delivering authentic certified IT training. All information received from all training providers was processed and entered into AED's "Off-the-Shelf Program Research Table," which is used as a comparison tool to decide on the suitable training program to be recommended. The outcome of this process in addition to AED's conclusions and recommendations were part of a detailed report on the implementation process since January 2003, which was sent to the Mission on April 23.

V. Master's Degree Scholarship Program

A. Monitoring:

The home office staff remained in contact with the participants during this month, ensuring that everyone was contacted at least once. A few straggling AETRs, grade reports, linkages, and action plans for the Fall term were sent to USAID.

One re-entry session was held for returning scholar Abdelatif Kamhieh, who left the U.S. on April 29. AED is still awaiting confirmation of his return to the West Bank.

Program Specialist Michelle Dworkin traveled to New York City on Saturday, April 12, to attend a presentation by one of the scholars making an effort to find funding for a future organization he is trying to establish. Hisham Jabi (and MBA/MSIS scholar at Claremont University) has developed a social business plan for Joזור (Roots) with a Jewish-American undergraduate student at Columbia University and an Israeli-American undergraduate student at Stanford University. Their plan involves providing micro-loans

and other micro-financing strategies to relieve the economic poverty of young Palestinian men living in rural areas of the West Bank. They hope to provide this segment of society with an opportunity to improve their lives so that they no longer feel the need to resort to violence. While the team was unsuccessful in finding funding at this forum, they gained valuable experience, and continue their efforts.

AED field offices assisted the home office staff in monitoring participants in the U.S. via email, fax and telephone. AED field staff reinforced home office efforts in their guidance of participants, especially those who continue to seek ways to remain in the U.S. AED reiterated USAID rules regarding overstaying their visas and emphasized the need for the commitment to serve their country for two years after their return.

B. Follow-on:

Assistance and guidance is provided by phone to all scholars upon their return and thereafter. The Academic Counselors are in constant contact with all returnees regarding their employment status. Follow-on for participants who are completing their degree at local universities continued. This includes Adel Hazboun who is attending Bethlehem University, and Nuha Nijm at the American University in Cairo. Monitoring includes making payments for Nuha as well guidance and encouragement to assure her graduation in May. Adel's case was covered in the memo sent April 18.

Field staff also tried to keep in touch by Email with graduated scholars who have not honored their commitment to return. Mohanad Al-Rayyes, for example, returned to Gaza after completion of his program, but subsequently went to Canada. He submitted an article for the newsletter in April; otherwise we have not heard from him since the COP spoke to him from Washington in March. Laila Al-Haddad did not respond to an email that the Gaza Counselor sent to her, and we remain unsure of her whereabouts. Another example is Tha'er Haj Ahmed, who returned to Jordan in early January and has remained there, in spite of AED attempts to convince him to return to the West Bank. Ra'ed Awashreh, who returned before completing his program at the Monterey Institute of International Studies, likewise remained in Jordan and was in infrequent contact with the West Bank office. Ra'ed did not yet comply with AED's request that he make the necessary arrangements with MIIA to take the rest of his credits at a local university.

AED field offices also assisted with logistics for the June conference in Washington by procuring a speaker (Luma Terazi), by obtaining visas and permits, and by making travel arrangements for Ms Terazi and Mr. Wasim Al-Habil. Both will take part in the conference, which AED is organizing on behalf of Clinton Scholars in the States. AED field offices also arranged for a professional filming company to tape interviews with several returned Clinton Scholars; the film is to be aired at the conference.

1. Re-Entry Sessions: no re-entry sessions were held in the field in April.
2. Linkage activities: The Academic Counselors continued to solicit resumes from returning scholars who are looking for jobs and to send these resumes to potential employers. They worked continuously to connect returned scholars with employment

opportunities. They also kept in touch with scholars, especially those who have not yet found jobs, encouraging them to continue the search by monitoring newspaper ads, talking to their contacts, etc. However, due to the difficult political and economic circumstances, some returned scholars are finding it difficult to find jobs. Said Awadallah, on the West Bank, had plans to work with his previous employer, but those plans did not come to fruition and he remains unemployed. In Gaza, Ghada Qadan, has been interviewed for a number of jobs and Gaza staff have provided her with leads; she also remains unemployed. Both Academic Counselors visited universities and other institutions to promote employment for returned scholars.

3. Follow-up telephone calls were made frequently to all returned scholars to discuss relevant issues, their employment, and to request articles for the newsletter.
4. Newsletter: The May issue of *Connections* was completed and sent for approval to the Mission for distribution in early May.

VI. Needs Assessment:

Maher and Mazen Hashweh, the two local consultants, continued their work on a needs assessment of higher education in the West Bank and Gaza. They prepared and distributed a questionnaire through the Palestinian Ministry of Higher Education to all Palestinian higher education institutions. In April, they prepared a second bi-monthly report which is to be submitted to the Mission May 1.

AED located a U.S. consultant to work with Mssrs. Hashweh during the spring and summer. While Sue Berryman does not plan to travel to the West Bank, she will be in phone and email contact with the local consultants, and review materials and reports with them.

VII. Fee for Service:

Participant data was checked and sent to AED Home Office for entry into MISTER and CVS. Six DS-2019 forms were received by the field offices, enabling us to submit visa applications in early May. Staff arranged medical examinations with authorized doctors in Bethlehem, Ramallah and Jerusalem for all the participants.

VIII. Statistics:

AED field staff is working on a database control sheet for the LSP that has been approved by the Mission. However, due to difficulties associated with closures and curfews, many institutions have not been able to supply AED with information needed for data entry. AED will send the finished version to the Mission as soon as the data is completed.

Website: The Mission gave approval for a trail launch of the HESI website. It can be accessed at: <http://hesi.aed.org>

Summary: During the month of April, AED field office staff worked on implementing the Local Scholarship Program. This included contacting and meeting students and representatives for

LSP institutions, visiting the various institutions and finalizing payments to those which submitted related documents. Staff worked on data entry and updated shortlists, prepared the May issue of the newsletter, and assisted returned scholars with employment and adjustment concerns. AED field offices also worked on the implementation plan for the short-term training and the IT Certification programs. All activities were coordinated with the COP, the AED home office and the USAID Gaza/West Bank Mission. The home office concentrated on monitoring the remaining MDSP scholars, and on making arrangements for the up-coming conference.

Meetings: The Acting COP made two trips to Gaza, April 2 and 9 to:

- Discuss the progress and problems encountered in LSP and ways of monitoring and follow-up
- Complete the “Off-the-Shelf Program Research” for the IT Short-Term Training
- Discuss Clinton Scholar participant and returnee issues
- Prepare the May newsletter

Other meetings: Acting COP and the West Bank Training Specialist attended a meeting with Systematic and GSE to discuss the applicability of Geographic Information System (GIS) data base to USAID funded projects. They also attended a USAID round table meeting in Ramallah with Larry Garber April 10.

Staffing: The Chief of Party returned to the field office on April 28 after the evacuation order was lifted on April 17. The COP worked from her temporary home base in Virginia throughout the month of April, returning to the field April 27. The training specialist position in Gaza remains unfilled, although training related tasks were carried out by existing staff.

MONTHLY REPORT
HIGHER EDUCATION SUPPORT INITIATIVE (HESI)
West Bank - Gaza
May 2003

I. General Introduction

A. Background

The Higher Education Support Initiative is designed to respond to critical needs in the Palestinian higher education community. It includes the following:

- Ongoing monitoring of the 56 Masters Degree Scholars in academic training and 5 in practical training the U.S. as of the end of May.
- Re-entry support and job placement for all the returning scholars
- Local scholarship assistance
- Local short-term training in a variety of fields (with a large portion going to Information Technology)
- Occasional third country short-term training
- A needs assessment of local higher education

B. Field Office Activities

Field Office activities for the month of May continued to center on implementation of the Local Scholarship Program (LSP). AED visited as many colleges and universities as possible, both in Gaza as well as on the West Bank, in order to meet with students and contact persons and to finalize payment. We also up-dated shortlists and summaries, collected community service pledges and paid tuition on behalf of awardees in addition to completing a special database for the LSP.

Field staff also focused on setting up the short-term training program, especially training for IT certification. The West Bank Training Specialist revised a report to the Mission based on feedback of the one submitted on April 23 which outlined market research, the process for selecting training providers, proposed target groups, and the initial implementation plan as well as the conclusions and recommendations. AED submitted the revised report on May 14.

Under the Fee-for-Service part of the program, staff worked on visa applications and arrangements for medical examinations for trainees from CH2MHILL, who will travel to the U.S. in June. AED signed another contract with Development Alternatives, Inc., which is managing the Market Access Program (MAP), to send two ministers and their aides to a conference on agriculture organized by USAID and USDA, which is to be held in California in June 2003. AED home office has entered and verified data for the participants and DS-2019 forms are expected to be sent early June.

All documents were sent to the Mission through the COP.

Although the bulk of field activities in May focused on the Local Scholarship Program and the setting-up of the IT certification program, we also worked on preparations for two events, the June conference for Clinton Scholars in Washington and two receptions scheduled for returned Clinton Scholars later this spring in the West Bank and Gaza. The COP and Academic Counselors were constantly in touch with the home office regarding participants in the States and those who are finishing their studies in the region.

Follow-up activities continued throughout the month for returned Clinton Scholars. This included holding a re-entry orientation in Gaza and preparing to hold sessions in June in the West Bank and contacting those who left the States but did not return to the West Bank or Gaza. We also prepared the June issue of *Connections* and made linkages for those who are still looking for work.

The website, launched in April after receiving Mission approval, was updated regularly. It is intended to promote the HESI program overall, while at the same time linking job openings with potential employees, namely returned Clinton Scholars. The site can be viewed at: <http://hesi.aed.org>

The Gaza Office Manager continued to upgrade MISTER on a daily basis.

AED Field Offices in the West Bank and Gaza remained open during the month of May despite the difficult circumstance.

C. Home Office Activities

During the month of May, the home office concentrated on preparations for the participant conference, “Meeting the Challenges of Re-entry through Empowerment, Networking, and Leadership” that was held in early June. Staff worked on the logistics of staff and participant travel, arranged hotel stays, and contacted local USAID, State, PLO, and other interested parties with invitations to the reception.

Staff conducted re-entry sessions for eight participants during this month. Mahmoud Abudraz, Osama Abueita, Mohamed Mohaisen, and Samar Hamidi returned to Gaza, and Mohamed Shibat, Farouq Deek, Younes Ideis, and Bassam Sayrafi returned to the West Bank. Confirmation of their return has been requested.

Fee for Service participants were verified in the Visa Confirmation System (VCS) established by USAID to enter required data into SEVIS. USAID/EGAT sent out the DS 2019s for the two expected groups of new participants.

Task Order Manager Susan Bouldin attended the NAFSA conference in Salt Lake City, Utah at the end of the month.

II. Contract Issues/Modifications:

There were no changes or modifications made to the task order during the month of May 2003.

III. In-Country Scholarships:

A. Undergraduate

1. Applications: No longer applicable.
2. Implementation: During the month of May both field offices continued to be in close touch with the institutions included in the LSP. When possible, staff met with officials, contact persons, and students who were awarded the scholarship, to clarify procedures and conditions for receiving the award. Special emphasis was given to the mechanism of payment and to the community service aspect of the scholarship. In the West Bank, AED visited Bethlehem University May 5; Al-Najah University, May 7; Hebron University and Palestine Polytechnic, May 21. The Gaza staff visited Al-Quds Open University to finalize payment of tuition. AED kept in touch with all other institutions by phone. Tuition payments were made to all universities in Gaza and the West Bank with the exception of the Palestine Polytechnic University, which should be completed June 2.
3. Monitoring: not applicable at this stage
4. Follow-on: Not applicable.
5. Beneficiaries: Full-time undergraduate students who are enrolled at Palestinian accredited universities in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

B. Vo-tech/Community College Scholarships

1. Applications: Based on approval by the mission to re-open the application process for Vo-tech/Community Colleges, AED distributed new applications to those institutions already supported by HESI. AED staff delivered application forms in person whenever possible, and emailed applications to those colleges we could not reach. The application form was also posted on the website. In the West Bank, staff visited and delivered new application forms to Al-Ummah College; all other colleges on the West Bank received the forms by email. In Gaza, staff delivered applications forms by hand to all Gaza colleges during May. AED clarified to all colleges that this round is for one semester only and that eligibility rules remained the same (e.g., be financially needy, have a minimum GPA of “good” etc.) and made clear that this is a continuation of the program and not a new scholarship.
2. Implementation: In the West Bank, staff visited Al Ummah College May 20, and Hisham Hijjawi College in Nablus, May 7. In Gaza, the staff visited the following colleges May 18 and 19: College of Technology and Science, College of Abilities Development (Palestinian Red Crescent), Palestine Nursing College, and Arab Community College. On May 20, the staff visited the Islamic University Community College and Al-Azhar Community College. AED completed payment of tuition to all community colleges in the West Bank as well as in Gaza for the spring semester 2003.
3. Monitoring: not applicable at this stage

4. Follow-on: Not applicable at this stage.

5. Beneficiaries: Full-time college students who are enrolled at Palestinian accredited colleges and institutes in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

IV. Short-Term Training:

A. Non-IT: In-country (including Israel), third country

1. Publicity: not applicable.

2. Application process: not applicable.

3. Monitoring: not applicable

4. Follow-on: not applicable

5. Beneficiaries: Those nominated through the Mission's Strategic Objective Teams generally.

During the month of May AED's West Bank office continued to discuss the prepared outline and all other issues related to the SSTP with the home office.

B. IT

1. Publicity: none took place during May

2. Application process: not applicable

3. Monitoring: no monitoring activities at this stage

4. Follow-on: not applicable at this time

5. Beneficiaries: USAID Mission approved two target groups for the IT training: IT professionals and recent IT graduates.

On May 14, the West Bank Training Specialist submitted to the Mission a revised summary report and implementation plan, which contained a revised chart of training programs and training providers as well as a template to be used for each training course. Moreover, the West Bank Training Specialist worked with Sami from the Gaza office to prepare documents for the implementation phase as well as for the monitoring and evaluation phase. Such documents include an application form, attendance sheet, and exit evaluation.

V. Master's Degree Scholarship Program

A. Monitoring:

AED home office staff ensured that each participant was contacted at least once during the month. AED began collecting AETRs, grade reports, linkages reports, and action plans for the Spring 2003 term during May.

AED field offices assisted the home office staff in monitoring participants in the U.S. via email, fax and telephone. AED field staff reinforced home office efforts in their guidance of participants, especially those who continue to seek ways to remain in the U.S. AED reiterated USAID rules regarding overstaying their visas and emphasized the need for the commitment to serve their country for two years after their return.

B. Follow-on:

Assistance and guidance was provided by phone to all scholars upon their return and thereafter. The Academic Counselors were in constant contact with all returnees regarding their employment status. Follow-on for participants who are completing their degree at local universities continued. This included Adel Hazboun, who is attending Bethlehem University, and Ra'ed Awashreh, who is to complete his program at Birzeit University. The West Bank Academic Counselor, continued to encourage Ra'ed to take the necessary steps to complete his program. On May 29, Ra'ed wrote to his advisor at MIIS and asked for approval to take courses at Birzeit University. AED also monitored Nuha Nijm, who completed her final course at the American University in Cairo and returned home May 27. Field staff also kept in touch by Email with graduated scholars who have not honored their commitment to return.

AED field offices also assisted with logistics for the June conference in Washington by procuring a speaker, Luma Terazi, by obtaining visas and permits, and by making travel arrangements for Ms Terazi, Wasim Al-Habil, and Elaine Strite. All three will take part in the conference, which AED is organizing on behalf of Clinton Scholars in the States. Wasim also made a campus visit to Clinton Scholar Yasir Kuhail on May 30 (report will follow after Wasim's return from the States.)

5. Re-Entry Sessions: One re-entry session was held in Gaza for Mohammed Mohaisen and Mahmoud Abudraz on May 21. No entry sessions were held on the West Bank due to restrictions on travel between cities. However, the West Bank Counselor contacted all those who returned and congratulated them on their achievements in addition to providing verbal support as well as requesting their resumes for linkage purposes. The West Bank office plans to go to the scholars for re-entry sessions when conditions allow.
6. Linkage activities: The Academic Counselors continued to solicit resumes from returning scholars who are looking for jobs and to send these resumes to potential employers. They worked continuously to connect returned scholars with employment opportunities. They also kept in touch with scholars, especially those who have not yet found jobs, encouraging them to continue the search by monitoring newspaper ads, talking to their contacts, etc. However, due to the difficult political and economic circumstances, some returned scholars are finding it difficult to find jobs. In Gaza, Tawfik Al-Hourani recently took a job as Project Assistant with the Ministry

of Foreign Affairs. The project is a Belgian-funded project for capacity building and institutional development.

7. Follow-up telephone calls were made frequently to all returned scholars to discuss relevant issues, their employment, and to request articles for the newsletter.
8. Newsletter: The June issue of Connections was completed approved by the Mission and distributed by the end May.

VI. Needs Assessment:

Maher and Mazen Hashweh, the two local consultants, continued their work on a needs assessment of higher education in the West Bank and Gaza. They collected some, but not all, of the questionnaires, which they had distributed through the Palestinian Ministry of Higher Education to all Palestinian higher education institutions. In April, they prepared a second bi-monthly report which was submitted to the Mission May 1.

AED located a U.S. consultant to work with Mssrs. Hashweh during the spring and summer. While Sue Berryman does not plan to travel to the West Bank, she will be in phone and email contact with the local consultants, and review materials and reports with them.

VII. Fee for Service:

AED submitted visa applications for CH2MHILL applicants on May 8 and May 23. Staff also arranged for medical examinations with authorized doctors in Bethlehem, Ramallah and Jerusalem for all the participants.

AED also signed another Fee for Service contract with Development Alternatives Inc., which manages the Market Access Program (MAP) to send four participants, including two ministers from the PA, to a conference in Sacramento, California, in June 2003.

VIII. Statistics:

AED field staff completed a database control sheet for the LSP, which was approved earlier. AED sent the finished version to the Mission on May 27.

Website: The Gaza Office Manager is working on updating the HESI website as needed. It can be accessed at: <http://hesi.aed.org>

Summary: During the month of May, AED field office staff worked on implementing the Local Scholarship Program. This included contacting and meeting students and representatives for LSP institutions, visiting the various institutions and finalizing payments to those which submitted related documents. Staff worked on data entry and updated shortlists, prepared the June issue of the newsletter, held a re-entry orientation and assisted returned scholars with employment and adjustment concerns. AED also assisted in logistics for the travel of a speaker, Luma Tarazi, the Gaza Academic Counselor, and the COP to the States. Staff also worked on the implementation plan for IT Certification programs. All activities were coordinated with the COP, the AED home office and the USAID/West Bank/Gaza Mission.

Meetings: One staff meeting was held on May 20 by videoconference to discuss general office issues.

Due to the tight military closure of Gaza, the COP was only able to make one trip to Gaza, May 5, when she:

- Discussed the LSP and ways of monitoring and follow-up
- Discussed Clinton Scholar participant and returnee issues
- Prepared the June newsletter

Other meetings: The COP and the West Bank Training Specialist attended a USAID round table meeting in Jerusalem on May 20.

Staffing: The Chief of Party and the Gaza Academic Counselor left on May 25 to the U.S. to attend the NAFSA Conference in Salt Lake City and the Conference for Clinton Scholars which is to be held in Washington in June. AED is waiting to receive Mission approval for its proposed staffing of the training specialist position in Gaza.

Higher Education Support Initiative
Statistics on the Local Scholarship Program (West Bank)*

| <i>Method of Contact</i> | Numbers |
|------------------------------------|----------------|
| Phone calls | 0 |
| Faxes | 0 |
| Emails | 0 |
| Applications Given out | 10 |
| Applications Received | 20 |
| Presentations | 1 |
| Visitors | 0 |
| Hits on website (same as for Gaza) | 27 |

***Most applications were sent by Email. No one came into the office because of restricted mobility.**

Higher Education Support Initiative
Statistics on the Local Scholarship Program (Gaza)

| Method of Contact | Numbers |
|--------------------------|----------------|
| Phone calls | 9 |
| Faxes | 0 |
| Emails | 19 |
| Applications Given out | 77 |
| Applications Received | 2 |
| Presentations | 6 |
| Visitors | 25 |
| Hits on website | 27 |

MONTHLY REPORT
HIGHER EDUCATION SUPPORT INITIATIVE (HESI)
West Bank - Gaza
June 2003

I. General Introduction

A. Background

The Higher Education Support Initiative is designed to respond to critical needs in the Palestinian higher education community. It includes the following:

- Ongoing monitoring of the 57 Masters Degree Scholars in academic training; 5 in practical training the U.S. as of the end of June.
- Re-entry support and job placement for all the returning scholars
- Local scholarship assistance
- Local short-term training in a variety of fields (with a large portion going to Information Technology)
- Occasional third country short-term training
- A needs assessment of local higher education

B. Field Office Activities

Field Office activities for the month of June continued to center on implementation and monitoring of the Local Scholarship Program (LSP). AED/ West Bank staff visited the Palestine Polytechnic University on June 2 and met with contact persons to finalize payment and to work out special arrangements during the summer for the university as a result of its continued closure. AED contacted other institutions by telephone and email when questions arose. In Gaza, the staff reported no problems regarding contact with all LSP institutions.

Field staff also focused on setting up the short-term training program, especially training for IT certification. The West Bank and Gaza Training Specialists prepared an application form, evaluation form, website captions and announcements for the IT program. The application form and the announcements were approved by the mission.

Under the Fee-for-Service part of the program, staff continued to follow up on visa applications for trainees from CH2MHILL who were scheduled to travel to the U.S. in June. However, due to difficulties in obtaining visas, the group has set July 10 as a tentative departure date. Pre-departure orientation is scheduled for July 8. AED also completed logistics related to the contract with Development Alternatives, Inc., which is managing the Market Access Program (MAP). One government minister, an aide and the COP traveled to the States to attend a conference on agriculture organized by USAID and USDA, which was held in California during June.

All documents were sent to the Mission through the COP.

Although the bulk of field activities in June focused on the Local Scholarship Program and the setting-up of the IT certification program, we held two events, the June conference for the MDSP participants in Washington and a reception in the West Bank for the returnees (a second reception is planned for August for the Gaza returnees). The COP and Academic Counselors were constantly in touch with the home office regarding participants in the States and those who are finishing their studies in the region.

Follow-up activities continued throughout the month for returned Clinton Scholars. This included holding a re-entry orientation in Gaza, June 19, and in Ramallah, June 26. West Bank staff is preparing to hold telephone sessions in July for those who live in cities other than Ramallah and were not allowed to travel. We also prepared the July issue of *Connections* and made linkages for those who are still looking for work.

The website, launched in April after receiving Mission approval, was updated regularly. It is intended to promote the HESI program overall, while at the same time linking job openings with potential employees, namely returned Clinton Scholars. The site can be viewed at: <http://hesi.aed.org>

The Gaza Office Manager continued to upgrade MISTER on a daily basis.

AED Field Offices in the West Bank and Gaza remained open during the month of June despite the difficult circumstance.

C. Home Office Activities

On June 1-3, 2003, AED hosted the second Master's Degree Scholarship Conference in Washington, DC. Over 50 Master's Degree Scholars from the West Bank and Gaza, who are at different stages of their academic programs in the United States, were in attendance. The conference, entitled "Meeting the Challenges of Re-Entry through Empowerment, Networking and Leadership," addressed a variety of concerns facing the Master's Degree Scholars as they complete their programs and return home, such as re-entry culture shock, finding jobs in the West Bank and Gaza and developing their capacity as future Palestinian leaders. Throughout the conference, the scholars attended lectures, panel presentations, participated in interactive discussions and small group work, and viewed a video presentation about their colleagues who have returned home. In addition, the first day of the conference concluded with a reception that was attended by representatives of USAID/Washington and members of the local contractor, academic and Palestinian communities.

Monitoring continued for all on-going participants.

AED prepared for the next step in the new SEVIS and VCS regulations. All information in the VCS was reviewed, and corrections were made as needed, to allow for the data to be transferred through the VCS to SEVIS before August 1 for all on-going participants.

Michelle Dworkin traveled to the West Bank, and spent one week in the field office, getting to know the local staff and their responsibilities, and working on reports as needed. She was able to attend the Returned Scholar Reception.

II. Contract Issues/Modifications:

There were no modifications completed during this month. However, AED did submit a realigned budget on June 19, 2003, based on changes the Mission had requested.

III. In-Country Scholarships:

A. Undergraduate

1. Applications: No longer applicable.
2. Implementation: During the month of June both field offices continued to be in close touch with the institutions included in the LSP. When possible, staff met with officials and/or contact persons to finalize payment of tuition and to clarify summer enrolment under the LSP (e.g., graduates only). In the West Bank, AED visited the Palestine Polytechnic University on June 2. The Gaza staff had no need to visit any institution during June as payments were completed during May. However, inquiries were answered through telephone and students visits to the office.
3. Monitoring: This phase will begin after the first semester of the program has been fully implemented. Subsequent semesters will be described under this section.
4. Follow-on: Not applicable.
5. Beneficiaries: Full-time undergraduate students who are enrolled at Palestinian accredited universities in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

B. Vo-tech/Community College Scholarships

1. Applications: With the renewal of the application stage for colleges, West Bank and Gaza staff have been following up with the colleges supported by the LSP to make sure that potential applicants have access to applications and are aware of the deadline. So far, AED received 20 applications from the Hebron Nursing College, 14 from Al-Ummah College, and 9 from the Palestinian Technical College Al-Aroub in the West Bank. In Gaza, AED received 5 applications from Arab Community College, 2 from the Islamic Community College, and 3 from Al-Azhar Community College. AED staff reiterated eligibility rules to college representatives as well as to applicants (e.g., they must be financially needy, have a minimum GPA of “good” etc.) and made clear that this is a continuation of the program and not a new scholarship.
2. Implementation: As a follow-up, AED made phone calls to all the colleges to insure that the application procedure is being implemented.
3. Monitoring: not applicable at this stage
4. Follow-on: Not applicable at this stage.

5. Beneficiaries: Full-time college students who are enrolled at Palestinian accredited colleges and institutes in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

IV. Short-Term Training:

A. Non-IT: In-country (including Israel), third country

1. Publicity: not applicable.
2. Application process: not applicable.
3. Monitoring: not applicable
4. Follow-on: not applicable
5. Beneficiaries: Those nominated through the Mission's Strategic Objective Teams generally.

During the month of June AED's West Bank office continued to discuss the prepared outline and all other issues related to the SSTP with the home office.

B. IT

1. Publicity: AED prepared and publicized a general announcement in the local papers, which appeared on June 30
2. Application process: AED prepared an application form, which was approved by the mission.
3. Monitoring: no monitoring activities at this stage
4. Follow-on: not applicable at this time
5. Beneficiaries: USAID Mission approved two target groups for the IT training: IT professionals and recent IT graduates.

During June the West Bank and Gaza Training Specialists prepared announcements and other documents for the implementation phase as well as for the monitoring and evaluation phase. Such documents include an application form, attendance sheet, and exit evaluation. Announcement for the IT program appeared in the local papers on June 30. AED is recording the number of calls received as a response to the ad.

V. Master's Degree Scholarship Program

A. Monitoring:

AED field offices assisted the home office staff in monitoring participants in the U.S. via email, fax and telephone. AED field staff reinforced home office efforts in their guidance of participants, especially the need for the commitment to serve their country for two

years after their return. A conference, described in the Home Office Activities section above, was held for all participants in the U.S. during the month of June.

Re-entry sessions were held on June 4 for Reem Kort and Sakher Kandeel, and on June 13 for Mujahid Ibrahim and Mohammad Tina.

AED continued to collect AETRs, transcripts, action plans, and linkages activities for the Spring 2003 term. Participants must have this documentation to the home office by July 11, or risk having their MMA held for the next month.

AED made arrangements for five scholars to travel (with USAID approval) to conduct summer internships that are directly related to their training programs.

Each participant in the U.S. was contacted at least once during the month. Wasim Al-Habil from the field office in Gaza, traveled to the U.S. for a conference, and spent the following week at the home office assisting in exit interviews, requests, and communications with participants from Gaza.

B. Follow-on:

Two events took place during June on behalf of the MDSP scholars: a conference on *Meeting the Challenges of Re-Entry Through Empowerment, Networking and Leadership*” held at the AED headquarters in Washington for participants in the States, and a reception in Ramallah for the returned West Bank Scholars. Elaine Strite, COP, and Wasim Al-Habil, Gaza Academic Counselor, participated in the June conference in Washington, while all AED West Bank staff attended the reception in Ramallah. Both events were executed in cooperation with the CTO. USAID representatives, and members of the academic and NGO community in Ramallah also attended the reception. A separate report on the June conference was sent to the mission June 27.

Assistance and guidance was provided by phone to all scholars upon their return and thereafter. The Academic Counselors were in constant contact with all returnees regarding their employment status. Follow-on for participants who are completing their degree at local universities continued. This included Adel Hazboun, who is attending Bethlehem University (BZU), and Ra’ed Awashreh, who is to complete his program at Birzeit University. The West Bank Academic Counselor continued to encourage Ra’ed to take the necessary steps to complete his program.

The June 19 reception in Ramallah was months in the planning. Held at the Grand Park Hotel, the reception provided an opportunity for returned Master’s Degree Scholars to meet with USAID representatives, AED staff, and members of the NGO and academic communities. The Ministry of Education and Higher Education was represented by Dr. Gabi Baramki, who made some remarks. Evelyn Levinson gave remarks on behalf of Mission Director Larry Garber, who was unable to attend. Two scholars, Yara Salem and Mohammed Shibbat, spoke about their experience in the States. Approximately 55 people attended in all. Luncheon was served and time was afforded the scholars to connect with

potential employers who attended. Unfortunately, the scholars from Gaza did not receive permits and were unable to attend.

9. Re-Entry Sessions: In Gaza, one re-entry session was held for Sakher Qandeel and Osama Abueita on June 19. A re-entry session was held in Ramallah on June 26 for the May and June returnees Younis Edeis, Samer Hamidi, Farouq Deek, Reem Kort and Mohammad Tina. Bassem Sayrafi, Mohammad Shibab, Mujahed Ibrahim and Abdellatif Qamhiyeh did not attend. With the exception of Bassem, all were unable to attend because of closures of Palestinian cities; Bassem had personal reasons for being absent. The West Bank Counselor will conduct individual sessions for these scholars by phone during the first week of July.
10. Linkage activities: As usual, AED field staff solicited resumes from returning scholars to send to potential employers. As mentioned above, AED held a reception in honor of the returned scholars to which many linkage organizations were invited. Academic Counselors worked continuously to connect returned scholars with employment opportunities through emails and personal contacts. Scholars were also encouraged to continue the search for jobs by monitoring newspaper ads, talking to their contacts, etc. However, due to the political and economic circumstances, some returned scholars are finding it difficult to land jobs or have returned unhappily to their old jobs. Of those West Bank scholars mentioned above, Mohammad Tina and Younis Edeis are unemployed and do not have any prospects to date. The rest are either employed or have few options to choose from. In Gaza, Ghada Qa'dan recently accepted a job as an assistant director at the Institute of Development Studies funded by the UNDP.
11. Follow-up telephone calls were made frequently to all returned scholars to discuss relevant issues, their employment, and to request articles for the newsletter.
12. Newsletter: The July issue of *Connections* was completed, approved by the Mission and will be distributed on July 1.

VI. Needs Assessment:

Maher and Mazen Hashweh, the two local consultants, continued their work on a needs assessment of higher education in the West Bank and Gaza. They have begun analyzing the data collected with the questionnaires to the educational institutions and have been in touch with Sue Berryman to prepare the final report.

VII. Fee for Service:

AED is still waiting for visas for CH2MHILL applicants to be issued by the Consulate. Forms were submitted on May 8 and May 23. Nevertheless, preparations for pre-departure orientation and other logistics continued in order to be ready to send them to the States on July 10. During the month of June, AED also completed another Fee for Service contract with Development Alternatives Inc., which manages the Market Access Program (MAP). One

minister from the PA, an aide and the COP of the program attended a conference in Sacramento, California.

VIII. Statistics:

Website: The Gaza Office Manager is working on updating the HESI website as needed. It can be accessed at: <http://hesi.aed.org>

Summary: During the month of June, AED field office staff worked on implementing and monitoring the Local Scholarship Program. This included contacting and meeting students and representatives of LSP institutions, visiting the various institutions and finalizing payments. Regarding the new round of selection for colleges supported by the LSP, AED staff kept in touch with contact persons at colleges to insure application promotion and collection. During June, AED/West Bank office received applications from two colleges, a total of 34 applications. AED also worked on data entry and updated shortlists, prepared the July issue of the newsletter, held two re-entry orientations and assisted returned scholars with employment and adjustment concerns; held two major events, a conference in the States and a reception in the West Bank. Staff also worked on the implementation plan for IT Certification programs. All activities were coordinated with the COP, the AED home office and the USAID/West Bank/Gaza Mission.

Meetings: A staff meeting, which included the Gaza staff, was held on June 9 and 13 by videoconference to discuss general office issues. Due to the tight military closure of Gaza, the COP was not able to make any trips to Gaza during June. However, office issues were discussed and solved through telephone, email and video conferencing meetings

Other meetings: The COP, the West Bank Academic Counselor and the West Bank Training Specialist attended a USAID round table meeting and farewell reception in Jerusalem on June 17.

June 23 the COP attended a dinner which Larry Garber hosted to give a number of contractors the opportunity to meet James Kunder, the USAID Deputy Assistant Administrator for Asia and the Near East. The USAID contractor community gave an overview of program efforts, particularly as they relate to humanitarian assistance in West Bank and Gaza.

The West Bank Academic Counselor accompanied two Clinton Scholars, Yara Salem and Baha' Al-Bakri, who were invited to speak about their experience and training in the United States at an open meeting which USAID/ West Bank and Gaza Mission held for James Kunder.

The COP and Academic Counselor attended a presentation on the separation wall the Israelis are erecting on the West Bank. The meeting was held on June 25 at the YWCA in Jerusalem.

The COP and Office Manager attended an OSAC meeting on June 30.

Staffing: The Chief of Party returned to work on June 9 after attending the NAFSA Conference in Salt Lake City and the conference for Clinton Scholars held in Washington on June 23. The Gaza Academic Counselor, was delayed in crossing the border at Rafah and did not return to his home in Khan Younis until June 13; he came back to work June 16.

The Mission approved the appointment of Sami Abu-Ikmail and Wasim Al-Habil to manage the training specialist portfolio in Gaza jointly. As the approval was received May 22, just prior to the COP's departure for the conferences in the States, their appointments were not implemented in fact until June.

Michelle Dworkin, program specialist in the home office, worked in the West Bank field office from June 9-13. Her presence in the office was a big boost for morale and she was able to clarify a number of issues and assist in providing charts for the mission.

The COP conducted quarterly performance evaluations for the West Bank and Gaza staff on June 23 and 24. The evaluation is intended to provide feedback to both COP and staff to enhance performance on the job and to promote healthier relationships. The home office has scheduled quarterly evaluations for the month of July.

Higher Education Support Initiative
Statistics on the Local Scholarship Program (West Bank)*

| <i>Method of Contact</i> | Numbers |
|------------------------------------|----------------|
| Phone calls | 0 |
| Faxes | 0 |
| Emails | 0 |
| Applications Given out | 10 |
| Applications Received | 20 |
| Presentations | 1 |
| Visitors | 0 |
| Hits on website (same as for Gaza) | 27 |

***Most applications were sent by Email. No one came into the office because of restricted mobility.**

Higher Education Support Initiative
Statistics on the Local Scholarship Program (Gaza)

| Method of Contact | Numbers |
|--------------------------|----------------|
| Phone calls | 9 |
| Faxes | 0 |
| Emails | 19 |
| Applications Given out | 77 |
| Applications Received | 2 |
| Presentations | 6 |
| Visitors | 25 |
| Hits on website | 27 |

MONTHLY REPORT
HIGHER EDUCATION SUPPORT INITIATIVE (HESI)
West Bank - Gaza
July 2003

I. General Introduction

A. Background

The Higher Education Support Initiative is designed to respond to critical needs in the Palestinian higher education community. It includes the following:

- Ongoing monitoring of the 55 Masters Degree Scholars in academic training; 5 in practical training in the U.S. as of the end of July.
- Re-entry support and job placement for all the returning scholars
- Local scholarship assistance
- Local short-term training in a variety of fields (with a large portion going to Information Technology)
- Occasional third country short-term training
- A needs assessment of local higher education

B. Field Office Activities

Field Office activities for the month of July focused on setting up the short-term training program, especially training for IT certification. Announcements for the IT program were written, approved by the Mission and advertised in the local papers during July. AED also distributed the approved application form and posted it on the website. Field staff advertised, received and processed applications for the first two IT training courses in the West Bank. A spreadsheet containing information on all applicants was assembled for each of the two training courses and sent to the Mission for vetting. Also the admission test for the first course, IDS Developer was prepared and approved by the Mission to be given on August 1, 2003. All 54 applicants were contacted by phone to inform them of the date of the test. With regard to non-IT short term training, Marwan Jilani, West Bank Training Specialist, made a presentation to the Mission on July 3 along with the COP. Following on from that presentation Marwan Jilani prepared a training request template, which was approved and sent to SO teams to complete by the end of July. Furthermore, the distribution of training opportunities on the basis of country of training was revised by the Mission and new directives were sent to AED, which re-allocate the training opportunities among the different SO teams on the basis of a budget distribution rather than country of training.

Field offices also continued to monitor the Local Scholarship Program (LSP). AED/ West Bank staff contacted Al-Najah, Birzeit, Hebron and the Palestine Polytechnic Universities to make special arrangements for the summer semester for those who are graduating or who need to take courses that are offered only during the summer. AED also kept in touch with the two institutions which are operating under closure orders: Hebron University and the Palestine Polytechnic University. AED contacted all institutions by

telephone and email when questions arose. In Gaza, the staff reported several problems regarding LSP awardees who had dropped courses without notifying AED.

Under the Fee-for-Service part of the program, staff continued to follow up on visa applications for trainees from CH2MHILL who were scheduled to travel to the U.S. in June. However, due to difficulties in obtaining visas, the group has postponed their departure, with September 8 as a tentative departure date. Pre-departure orientation will be conducted by AED once visas are granted. The Training Specialist met with DAI/MAP and completed needed documents on the visit by the Minister of Agriculture and his aides to a conference in California.

All documents were sent to the Mission through the COP or Acting COP.

Although the bulk of field activities in July focused on the Local Scholarship Program, the setting-up of the IT certification program and the STTP, follow-up activities for the MDSP scholars, both participants in the States and graduates who have returned, continued. A reception is planned for October 16 for the Gaza returnees. The COP and Academic Counselors were constantly in touch with the home office regarding participants in the States. AED also followed up with CTO regarding those participants who returned before finishing their program, namely Ra'ed Awashreh and Adel Hazboun.

Follow-up activities continued throughout the month for returned MDSP Scholars. This included holding re-entry orientations for the West Bank and Gaza returnees. We also prepared the August issue of *Connections* and made linkages for those who are still looking for work.

The website was updated regularly with the aim of promoting the HESI program overall, and at the same time linking job openings with potential employees, namely returned Clinton Scholars. The site can be viewed at: <http://hesi.aed.org>

The Gaza Office Manager continued to update MISTER on a daily basis.

C. Home Office Activities

During the month of July, the home office concentrated on making sure that all the on-going participants were correctly entered into SEVIS through the DevIS managed VCS (Visa Compliance System). This was accomplished by the August 1 deadline.

Two participants completed their U.S. programs, and came to the Washington office for their re-entry interviews. Wassef Al-Wkhairi from Gaza and Maha Bhaisi from the West Bank returned home before the end of the month. As more participants are leaving in August, arrangements were made to have them travel to Washington, D.C. in the near future.

We continued to collect the spring AETRs and reports for students on the quarter system. Staff also contacted all participants during summer internships to ensure that the programs are going well.

The final reports from the students' group discussions on leadership from the participant conference held June 1 – 3 were collected and submitted to the Mission.

II. Contract Issues/Modifications:

AED made changes to the modification request based on input from USAID, and submitted the revised budget and budget notes on July 18, 2003. The modification was not signed during this month, however.

III. In-Country Scholarships:

A. Undergraduate

1. Applications: No longer applicable.
2. Implementation: During the month of July, both field offices continued to be in close touch with the institutions included in the LSP. When possible, staff met with officials and/or contact persons to clarify procedures and conditions for renewing the awards for the fall semester of the 2003-2004 academic year and for summer enrolment under the LSP. With approval from the Mission, exceptions to the rule regarding summer enrolment were made in order to allow students who will graduate to attend summer sessions and to enable students who need to take courses which are only offered in summer. In the West Bank, this policy affected six students at Al-Najah University, one student at Birzeit University, and one student at Hebron University. The scholarship will also support all awardees from the Palestine Polytechnic University who are taking a practical three-hour course to fulfill obligations for the spring semester 2003. The Mission approved this arrangement as a special case because of the official closure of the university.
3. Monitoring: No visits were carried out to any university during July. However, AED utilized the telephone as a means of communication to insure that proper procedures for LSP awardees were followed. Staff reiterated the conditions of the LSP to contact persons as well as to students and asked all institutions to send documents such as official transcripts for the Spring semester, community service hours and evaluation forms etc. As documents are processed, solutions for problems such as withdrawal from a course or incomplete grades are discussed and applied to all awardees. During July, the West Bank office received documents from Bethlehem University and Hebron University. In Gaza, the staff received documents from the Islamic University and Al-Aqsa University.
4. Follow-on: Although the first semester of the program has officially been implemented, official documents from most of the universities have not been received. Staff will begin to implement follow-on activities with the few students who have graduated, once we have received formal notification.
5. Beneficiaries: Full-time undergraduate students who are enrolled at Palestinian accredited universities in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

B. Vo-tech/Community College Scholarships

1. Applications: With the renewal of the application stage for colleges, West Bank and Gaza staff worked with the colleges supported by the LSP to make sure that applications were submitted by the July 31 deadline. By the end of July, AED West bank office had received a total of 51 applications while the Gaza office received a total of 403 applications. AED staff reiterated eligibility rules to college representatives as well as to applicants (e.g., applicants must be financially needy, have a minimum GPA of “good”, etc.) and made clear that this is a continuation of the program and not a new scholarship. Staff also entered related data in our database and will submit a shortlist of eligible applications by August 15.
2. Implementation: As a follow-up, AED made phone calls to all the colleges to insure that the application procedures for the new selection round were followed. Field staff processed all applications received, eliminating ineligible applications and entering data in preparation for the final selection.
3. Monitoring: In Gaza as well as in the West Bank, AED staff contacted all institutions and urged them to send all LSP awardees’ transcripts and community service forms in order to update students files for the coming fall semester. Staff updated the shortlist as documents were received.
4. Follow-on: AED is in the process of receiving students’ documents for the spring semester. It is worthy to note that most students supported in the spring have graduated. AED is gearing up to provide follow-on for these graduates.
5. Beneficiaries: Full-time college students who are enrolled at Palestinian accredited colleges and institutes in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

IV. Short-Term Training:

A. Non-IT: In-country (including Israel), third country

1. Publicity: A presentation was made to the Mission on July 3 by the Training Specialist along with the COP and following from that presentation a training request template was sent to all SO teams through the CTO.
2. Application process: not applicable.
3. Monitoring: not applicable
4. Follow-on: not applicable
5. Beneficiaries: The Mission identified five SO teams as beneficiaries of this program (SO1, SO2, SO3, SO7 and SO8).

B. IT:

1. Publicity: AED prepared and publicized a general announcement in the local papers, which appeared on July 1 and 2. Specific announcements for Oracle-iDS Developer and Certified Web Development were published in local newspapers on July 7, 8, 9, 10 and on July 14, 15, and 21 respectively. An announcement for Microsoft Certified Data Base Administrator, which was planned to be conducted by Future in Gaza appeared once on July 7, before the Gaza program was put on hold.
2. Application process: AED prepared an application form, which was approved by the mission and posted on the website. The application form was later modified and approved by the Mission to measure certain requirements (GPA and an intention to pursue IT career). Application forms were sent electronically, handed in at AED offices and at the premises of the training providers. AED collected all application forms and processed the applications for the first two training courses in the West Bank, created a spreadsheet with relevant information and sent names to the Mission for vetting. Also the admission test for the first course, IDS Developer was prepared and approved by the Mission to be given on August 1, 2003.

The West Bank Training Specialist made the following visits during July to IT training providers in Ramallah: July 9, ATS, NIIT, Jawwal and Pita and on July 15, he visited NIIT once more and on July 23 with ATS. The purpose of these visits was to finalize arrangements of implementing the IT program.

3. Monitoring: no monitoring activities at this stage
4. Follow-on: not applicable at this time
5. Beneficiaries: USAID Mission approved two target groups for the IT training: IT professionals and recent IT graduates. Furthermore, following the submission of the spreadsheet for the first two training courses, the Mission sent an outline of a recommended distribution of slots among the different sectors: public, private, graduated students, and academics.

During July the West Bank Training Specialists, in cooperation with other AED staff members, prepared announcements and other documents for the implementation phase as well as for the monitoring and evaluation phase. The Training Specialist and Office Assistant prepared a database as they processed iDS and Web Development courses and sent it to the Mission for vetting. While the West Bank proceeded to implement the training phase of the IT program, the Gaza office has put the implementation of IT training on hold since July 7, pending an investigation into IT training procurement which the Mission is conducting. AED field and home offices have been cooperating with the investigation and the COP met July 3 with the CTO, her assistant and the Contracts Officer to discuss AED's procurement procedures at length. AED also sought both in-house and outside technical assistance in attempting to determine the sender of an Email which suggested wrong-doing on the part of AED staff. AED believes its staff to be

exonerated of all wrongdoing, but is awaiting the go-ahead from the mission, in order to implement the IT training scheduled for Gaza.

V. Master's Degree Scholarship Program

A. Monitoring:

AED field offices assisted the home office staff in monitoring participants in the U.S. via email, fax and telephone. AED field staff reinforced home office efforts in their guidance of participants, especially the need for the commitment to serve their country for two years after their return. Home office staff continued to monitor the participants in the U.S. closely.

B. Follow-on:

Assistance and guidance was provided by phone to all scholars upon their return and thereafter. The Academic Counselors were in constant contact with all returnees regarding their employment status. Follow-on for participants who are completing their degree at local universities continued. This included Adel Hazboun, who is attending Bethlehem University (BZU), and Ra'ed Awashreh, who is to complete his program at Birzeit University. Due to lack of progress with regard to both cases, the West Bank Academic Counselor and AED home Office Program Specialist prepared memos on both scholars which were sent to the CTO for her advice.

13. Re-Entry Sessions: Re-entry sessions were held on July 8, 10, 25 and 28 for Abdel Latif Qamhieh, Mujahed Ibrahim, Mohammad Shibat, Bassem Sayrafi and Maha Bhaisi respectively. Due to the continuing difficulty in travel, AED Academic Counselor conducted all of the above-mentioned re-entry sessions by phone, with the exception of the one for Maha Bhaisi, who was able to come to the AED office in person. In Gaza, the Academic Counselor conducted one re-entry orientation on July 29 for Wassef El-Wakhairi.

14. Linkage activities: As usual, AED field staff solicited resumes from returning scholars to send to potential employers. Academic Counselors worked continuously to connect returned scholars with employment opportunities through email and personal contacts. Scholars were also encouraged to continue the search for jobs by monitoring newspaper ads, talking to their contacts, etc. However, due to the political and economic circumstances, some returned scholars are finding it difficult to land jobs or have returned unhappily to their old jobs. Of those West Bank scholars mentioned above, Mohammad Tina, Younis Edeis, Reem Kort, Maha Bhaisi are unemployed and do not have any prospects to date. The rest are either employed or have few options to choose from. As a linkage activity among themselves, the Gaza returnees have formed their own branch of the Clinton Scholars Alumni Association. With assistance from the Gaza staff, seven scholars, Wijdan Jaber, Noha Nijim, Sakher Qandeel, Mahmoud Abudraz, Mahmoud al-Neirub and Sa'eed Salem, attended the meeting. The group was enthusiastic and agreed to explore the possibility of preparing a workshop about the research environment in Palestine.

15. Follow-up telephone calls were made frequently to all returned scholars to discuss relevant issues, their employment, and to request articles for the newsletter.

16. Newsletter: The August issue of *Connections* was completed and sent for approval to the Mission by the end of July, for distribution in early August.

VI. Needs Assessment:

Maher and Mazen Hashweh, the two local consultants, continued their work on a needs assessment of higher education in the West Bank and Gaza. They have begun analyzing the data collected with the questionnaires to the educational institutions and have been in touch with Sue Berryman to prepare the final report, which is due August 15.

VII. Fee for Service:

AED is still waiting for visas for CH2MHILL applicants to be issued by the Consulate. Logistical arrangements will be made and a pre-departure orientation held as soon as visas are issued. In the meantime, a tentative new departure date has been set for September.

VIII. Statistics:

Website: The Gaza Office Manager is working on updating the HESI website as needed. It can be accessed at: <http://hesi.aed.org>

Summary: During the month of July, AED field office staff worked on the implementation plan for IT Certification programs, preparing and placing ads in the local newspapers, processing applications, holding meeting with IT providers and conducting acceptance exams with training provider supervision. The field offices are waiting for the mission's approval to proceed with implementation in Gaza. Staff also worked on implementing and monitoring the Local Scholarship Program. This involved making numerous phone calls to request documents for the spring semester, processing those that were received and updating the shortlist. Regarding the new round of selection for colleges supported by the LSP, AED staff kept in touch with contact persons at colleges to insure the promotion and collection of applications. During July, AED/West Bank office received applications from all of the supported colleges in the West bank and Gaza; a shortlist will be ready to be sent to the Mission by August 15. AED also worked on data entry and updated shortlists for the whole LSP, prepared the August issue of the newsletter, held several re-entry orientations, in person and by telephone, and assisted returned scholars with employment and adjustment concerns. All activities were coordinated with the COP, Acting COP, the AED home office and the USAID West Bank/Gaza Mission.

Meetings: The COP went to Gaza July 1. After the COP left for vacation, the Acting COP was unable to visit Gaza because she was not granted a permit. However, the West Bank office manager was able to visit the Gaza office July 15, his first visit there in three years. A staff meeting, which included the Gaza staff, was held on July 7 by videoconference to discuss general office tasks for the remainder of the month.

Other meetings: The COP met with the CTO, her program assistant, and the CO at the Mission on July 3 to discuss AED's handling of IT procurement in the West Bank and Gaza as a result of

allegations made to the Mission Director June 30. The West Bank training specialist made a presentation about non-IT training to the Mission SO teams on the same day.

Staffing: No new developments.

Higher Education Support Initiative
Statistics on the Local Scholarship Program (West Bank)*

| <i>Method of Contact</i> | Numbers |
|------------------------------------|----------------|
| Phone calls | 0 |
| Faxes | 0 |
| Emails | 0 |
| Applications Given out | 10 |
| Applications Received | 20 |
| Presentations | 1 |
| Visitors | 0 |
| Hits on website (same as for Gaza) | 27 |

***All applications were submitted and sent to AED through the contact persons at the academic institutions. No one came into the office because of restricted mobility.**

Higher Education Support Initiative
Statistics on the Local Scholarship Program (Gaza)

| <u>Method of Contact</u> | Numbers |
|--------------------------|----------------|
| Phone calls | 9 |
| Faxes | 0 |
| Emails | 19 |
| Applications Given out | 77 |
| Applications Received | 2 |
| Presentations | 6 |
| Visitors | 25 |
| Hits on website | 27 |



CARIBBEAN REGIONAL INTERN-SCHOLARSHIP PROGRAM

Contract No. EEE-I-00-00010-00
Strategic Technical Assistance for Results with Training (START)
Task Order No. 803
AED Project No. 2970-011

QUARTERLY REPORT #1 **March 17, 2003 – June 30, 2003**

Submitted to:
Michael Taylor
Contract Technical Officer
USAID/Jamaica
Kingston, Jamaica

Submitted by:
Mark Ketcham
Contract Coordinator / Manager
Academy for Educational Development
1825 Connecticut Avenue NW
Washington D.C. 20009

BACKGROUND

The Caribbean Intern-Scholarship Program (CRISP), funded by USAID, is an activity that is part of the Strategic Technical Assistance for Results with Training (START) Indefinite Quantity Contract. The overall objective of the project is to promote Caribbean leadership in the global economy through scholarships, internships, seminars and other relevant developmental interventions, via a consortium of government, university and private sector partners in areas that will enhance the competitiveness of the region. CRISP provides in-country, third country and U.S.-based training in an effort to enhance the human capacity development in the English-speaking Caribbean region. During the first year, 80 individuals (60 short term; 15 medium term and 5 long-term) are expected to be trained in targeted areas that include information technology and telecommunications; trade capacity building; knowledge based services; agri-business and financial markets. The duration of the initial phase of CRISP is March 2003 to September 2004.

The quarterly report is organized by the major tasks identified in the Task Order and listed below, and provides a progress summary of project activities on those tasks that were undertaken during the reporting quarter.

- Task 1: Develop close working relations with the Implementing Partner (IP) so as to come to understanding of program goals, trainee selection criteria and selection.*
- Task 2: Planning and Development of Training Programs*
- Task 3: Programming and Placement*
- Task 4: Pre-Departure and Administrative Interventions*
- Task 5: Monitoring and Administrative Arrangements*
- Task 6: Data Maintenance and Reporting*
- Task 7: Post-Return Follow up*

The quarterly report also includes a section on other activities, issues and constraints, and a financial report.

As the AED/Aurora Task Order was signed toward the end of the first quarter of 2003, this report covers the period, March 14, 2003 to June 30, 2003.

- Task 1: Develop close working relations with the Implementing Partner so as to come to an understanding of program goals, trainee selection criteria and selection.*

Aurora and the Implementing Partner, CMD, have had on-going communications and held a number of meetings from the beginning of the project. Aurora's Training Coordinator, Lynette Andrew, and CMD's Program Coordinator, Doreen Boyd, meet on a regular basis, to discuss all aspects of the project that require collaboration and coordination. In addition, Aurora's TO

Manager, Gundu Rau, and President, Robert C. Walker, have held meetings with the head of CMD and its staff during their field visits. Aurora has shared with CMD relevant participant recruitment and selection procedures it has put in place for similar USAID-sponsored training programs. Aurora and CMD are also having discussions to clarify the roles and responsibilities of each organization in the management of CRISP and the areas of collaboration needed for the successful implementation of the various activities in achieving project goals.

Aurora supported CMD in the recruitment and selection process in these specific areas:

- development of advertisements, and serving as point of contact for the request and submission of applications for long-term scholarships;
- development of screening and interviewing tools
- participating in the screening process

The selection of five long-term candidates for Master's degree studies in the United States was finalized during this quarter. These five candidates were selected from a candidate pool of 97 applicants. The breakdown of the candidates by territory and field of study is as follows:

| | |
|--------------|--|
| Antigua: 1 | - International Law |
| Barbados: 1 | - Business Development |
| St. Kitts: 2 | - Agriculture Economics; International Finance |
| St. Lucia: 1 | - Accounting/Finance |

Advisory Council Meetings: Aurora participated in the first meeting of the Program Advisory Council (PAC) held on April 11, 2003. The PAC meetings are scheduled and managed by CMD. The meeting was attended by Aurora's President Bob Walker, Task Order Manager, Gundu Rau and Training Coordinator, Lynette Andrew. The meeting provided the first opportunity for program partners to meet as a group and discuss the program goals and priorities, and the roles and responsibilities of the Implementing Partner, and the Training Contractor, AED/Aurora.

Task 2: Planning and Development of Training Programs

Aurora submitted a draft Training Plan to the CTO on June 12, 2003, after reviewing it with CMD. It was agreed that the plan was provisional and some of the proposed action dates would be adjusted.

Aurora has designed an Expression of Interest questionnaire for completion by employers to assist in determining their specific training needs and ascertain their interest in participating in the program. This survey will be undertaken during the second quarter of this year and the information received will serve as a guide to identifying specific training needs.

Other Activities:

Program Promotion: CMD undertook a series of promotional visits to the various islands during this quarter. As the responsibilities of the Implementing Partner and Aurora are inter-linked and requires close collaboration, it was agreed that CMD and Aurora would discuss and come to an

agreement on various strategies for program promotion and to the extent possible, conduct joint promotional visits. The Program Coordinators of CMD and Aurora met with various stakeholders in Barbados and St. Vincent on May 9, May 11-12 and June 18-19, 2003. Some of the organizations visited during these promotional visits are:

Barbados

- Barbados Small Business Association: The Association was particularly interested in the possibilities for training in IT and Telecommunications
- Barbados Manufacturers Association: The Executive Director lauded the initiative but expressed his disappointment that manufacturing was not a target area.
- Barbados Chamber of Commerce: The Executive Director of the Chamber requested a copy of the Announcement of Long Term Scholarships so that the membership could be notified by e-mail.

St. Vincent

- A ten-minute morning slot on a radio program, “People and Places” on the National Broadcasting Corporation.
- Ten minute presentation at the Chamber of Commerce & Industry Annual General Meeting
- Meeting with the Training Officer of the Service Commissions Department
- Meeting with the Resident Tutor of the University Centre
- Meeting with the CEO of an agri-business, Erica’s Country Style
- Meeting with the Executive Director of the St. Vincent and the Grenadines Hotel and Tourism Association
- Meeting with the St. Vincent and the Grenadines Employers’ Federation
- Presentation at the Kingstown Rotary Club Luncheon.

CRISP/Aurora Project Office in Barbados:

Aurora’s new project office in Barbados became fully operational from July 1, 2003. During this quarter, Aurora completed the recruitment and orientation for the two local staff, Lynette Andrew, Training Coordinator, and Marilyn Brewster, Administrative Assistant – the two candidates who were proposed by Aurora in its proposal to USAID. The first several weeks involved locating an office and procuring furniture and office equipment.

The registration of Aurora to conduct business in Barbados as required under the laws of Barbados is in the final stages of completion. The registration is necessary for opening a project bank account, applying for National Insurance registration, registering with the Inland Revenue Department for the collection of PAYE tax and registering with the Comptroller of Customs for Value Added Tax, applying for telephone services. Aurora has submitted all the supporting documentation required by the Registrar of Corporate Affairs and is awaiting final approval.

Issues and Constraints

The majority of the universities in the United States start their academic programs in the fall semester (August/September) and international students planning to seek admission must start the application process nine to twelve months in advance. As the first in-take of CRISP long-term candidates was finalized in July 2003, their placement is out of sync with the recommended schedule. Therefore, we are trying to identify universities that offer programs beginning in winter/spring (January) semester. This limits the choice of schools and programs. However, Aurora will make every effort to place the long-term candidates at the earliest possible time.

Financial Report

| <i>Budget Category</i> | <i>Budget</i> | <i>Obligation</i> | <i>Expenditures to June 30, 2003</i> | <i>Balance of Budget</i> | <i>Balance of Obligated Funds</i> |
|------------------------|--------------------|-------------------|--------------------------------------|--------------------------|-----------------------------------|
| <i>Management</i> | <i>\$ 610,797</i> | <i>\$ 235,000</i> | <i>\$ 38,008</i> | <i>\$ 572,789</i> | <i>\$ 196,992</i> |
| <i>Training</i> | <i>\$1,800,000</i> | <i>\$ 400,000</i> | <i>\$ 0</i> | <i>\$1,800,000</i> | <i>\$ 400,000</i> |
| <i>Total</i> | <i>\$2,410,797</i> | <i>\$ 635,000</i> | <i>\$ 38,008</i> | <i>\$ \$2,372,789</i> | <i>\$ 596,992</i> |